

**FOR OFFICIAL USE ONLY: PROCUREMENT SENSITIVE UNTIL
TENTATIVE COST COMPARISON DECISION**

2 CURRENT OPERATIONS OF FUNCTIONS

2.1 81ST CIVIL ENGINEERING SQUADRON

2.1.1 Mission Statements. The mission of the Civil Engineering Squadron (CES) is to operate, maintain, restore, and protect the installations, infrastructure, facilities, housing, and environment as necessary to support the Air Force mission. This includes the execution of readiness, housing, fire protection, and disaster preparedness responsibilities. It also includes developing and implementing programs to improve the livability of the base community. Support to accomplish the mission is provided by the Engineering, Fire Protection, Housing, Operations, Resources, Environmental, and Readiness Flights.

2.1.1.1 Commander and Staff (CC). The mission of the CES Commander (CC) and support staff is to provide leadership, discipline, and training to assigned personnel; manage required resources to meet mission requirements; and to support the morale, welfare and health of squadron personnel through the administration of various programs, plans and policies.

2.1.1.2 Engineering Flight (CEC). The mission of the Engineering Flight is to provide comprehensive engineering services and planning to support the wing's mission. Responsible for providing working, living, and operational facilities, utilities, and equipment through cradle-to-grave technical design, construction, and inspection of operations and maintenance projects by contract and Simplified Acquisitions of Base Engineer Requirements (SABER).

2.1.1.3 Fire Protection Flight (CEF) (Not under study). The mission of the Fire Protection Flight is to provide commanders the mission capabilities to fight aircraft and structural fires and perform rescues. Establishes a program to educate personnel on and enforce fire prevention standards. Ensures its fire protection operations comply with all applicable national, state, local, and Department of Defense (DoD) regulations, as well as National Fire Codes published by the National Fire Protection Association (NFPA). Maintains fire protection services to respond to emergencies involving hazardous materials, emergency rescues, and first-aid. These services will support civil authorities when called upon.

2.1.1.4 Housing Flight (CEH). The mission of the Housing Flight is to provide all permanent party personnel adequate government housing when available, or assists with locating adequate off-base housing through referral services. Provides and manages furnishings where authorized and manages all aspects of the housing program.

2.1.1.5 Operations Flight (CEO). The mission of the Operations Flight is to operate, maintain, repair, and construct installation real property using in-house military and civilian work force and recurring and nonrecurring service contracts.

2.1.1.6 Resources Flight (CER). The mission of the Resources Flight is to provide planning, development, submittal, and maintenance of the civil engineer financial programs and financial management systems. Operates and maintains the Work Information Management System (WIMS). Provides human resources plans and analyses. Provides and manages all activities relating to real property accountability and reporting, to include acquisition and disposal of real property assets.

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2.1.1.7 Environmental Flight (CEV). The mission of the Environmental Flight is to provide protection and to enhance the base environment. Responsible for ensuring compliance with regulations, preventing pollution, conserving resources, assessing impacts of future actions, and restoring contaminated sites.

2.1.1.8 Readiness Flight (CEX). The mission of the Readiness Flight is to provide Keesler AFB with Mobility Readiness, Disaster Preparedness, and Homeland Defense.

2.1.2 Organizational Charts. See Attachment 2, *Current Organization Charts*.

2.1.3 Responsibilities of Essential Functions

2.1.3.1 Commander and Staff (CC)

- Operates, maintains, restores, and protects the installations, infrastructure, facilities, housing, and environment necessary to support the Air Force mission.
- Responsible for the execution of readiness, environmental, housing, fire protection, disaster preparedness, and explosive ordnance disposal responsibilities.
- Provides customer assistance.
- Processes evaluations.
- Processes temporary duty (TDY) orders.
- Manages unit administrative communications, publications, and forms distribution, and records and publications library.
- Manages squadron sponsor, newcomer, and INTRO programs.
- In-processes and out-processes all squadron personnel.
- Manages the Fitness Assessment (Ergometry) program and weight management program for all assigned personnel.
- Manages and assigns leave numbers for all squadron military personnel.
- Updates and changes personnel information.
- Manages awards and special recognition programs.
- Manages government travel card program.
- Maintains and updates all Duty Status reporting, Unfavorable Information Files, and Privacy Act actions.
- Organizes all required monthly Commander's Calls.

2.1.3.2 Engineering Flight (CEC)

2.1.3.2.1 Base Development (CECB)

- Provides comprehensive programming and planning to support wing mission.
- Responsible for program development, comprehensive planning, and facility siting.
- Serves as planning liaison to off-base communities.

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2.1.3.2.2 Contracts (CECC)

- Provides comprehensive engineering services to support the wing's mission by providing exceptional working, living and operational facilities, utilities and equipment through cradle-to-grave technical design for Military Construction (MILCON) and construction surveillance of operations and maintenance projects by contract.
- Responsible for design construction plans and specifications, construction management over contract projects, and technical consulting services.

2.1.3.2.3 SABER (CECS)

- Provides SABER to support the wing.
- Responsible for establishing an indefinite delivery indefinite quantity (IDIQ) general construction contract to quickly plan and execute small construction projects.

2.1.3.3 Fire Protection Flight (CEF) (Not under study)

2.1.3.3.1 Communications Center (CEFC)

- Operates an emergency Fire Alarm Communications Center (FACC) 24 hours a day with a qualified FACC operator.
- Receives 911 emergency information, relays information, and dispatches proper equipment.
- Maintains the Fire Department daily log book.
- Tests and operates all FACC equipment (radios, telephones, recording equipment, computer equipment, and fire alarm systems).

2.1.3.3.2 Operations (CEFO)

- Responds to all fires, fire alarms, in-flight aircraft emergencies, crashes, accidents, hazardous material incidents, and rescue requests.
- Performs crew rescue when possible.
- Provides stand-by support with fire suppression and rescue equipment during critical or hazardous operations.
- Notifies the disaster control group (DCG) of all incidents requiring base support and recovery operations.
- Notifies the explosive ordnance disposal (EOD) team immediately and performs safe-distance operations when munitions are involved.
- Secures the scene, establishes emergency egress, and renders medical aid.
- Submits DoD Fire Incident Response data.

2.1.3.3.3 Technical Services (CEFS)

- Performs design reviews for all proposed modifications and construction.

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- Reviews drawings and specifications to ensure adequate fire protection and suppression systems are included.
- Attends pre-construction and pre-performance meetings with contracting representatives to coordinate fire prevention requirements.
- Attends pre-acceptance and acceptance inspections of construction contracts.
- Coordinates on digging/construction permits.
- Reviews and honors current mutual and automatic aid agreements with the local civilian community.
- Submits proposed changes to mutual and automatic aid agreements.

2.1.3.3.4 Special Operations (CEFS)

- Develops and implements a fire safety inspection schedule.
- Conducts fire safety inspections on a recurring basis to ensure facilities and personnel are protected.
- Inspects and tests fire hoses, smoke alarms, heat alarms, and fire sprinklers.
- Inspects, services, and hydrostatically tests fire extinguishers.
- Establishes and maintains a record inspection.
- Establishes, maintains, and monitors a welding inspection and permit program and a confined space entry inspection and permit program.
- Ensures base workers use the proper air monitoring and personal protection equipment.
- Inspects job sites to ensure workers have approved permits before starting work.

2.1.3.3.5 Training (CEFT)

- Provides hazardous material (HAZMAT) training, mobility training, and confined space entry training.
- Determines training requirements for the base population.
- Develop training materials, revises training materials, prepares training schedules, and processes training reports.

2.1.3.4 Housing Flight (CEH)

2.1.3.4.1 Facilities (CEHF)

- Provides comfortable, clean, and well maintained homes for military members and families assigned to Keesler AFB.
- Performs inspections on maintenance contract and follows up on discrepancies.
- Inputs daily inspections into Automated Civil Engineer System (ACES) for Command Headquarters.
- Analyzes contractors end-of-month figures for payment and authorizes payment.

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- Manages Yard of the Month/Quarter program for Keesler AFB housing residents.

2.1.3.4.2 Housing Assistance (CEHH)

- Provides on/off base referrals, counsels and assists customers in obtaining suitable on/off base residential housing, mediates tenant/landlord disputes, and counsels customers on the DoD, Federal, and local Equal Opportunity Programs.
- Investigates housing discrimination complaints in accordance with (IAW) Air Force Handbook (AFH) 32-6009.
- Maintains restrictive sanction list and ensures distribution to all community-housing customers.
- Provides information on community schools and assist members in locating homes in the areas of their choice.
- Performs all duties and tasks associated with assignment and management of government housing.

2.1.3.4.3 Dormitory Management (CEMO)

- Provides housing for unaccompanied Airmen.
- Maintains dormitories at 90% occupancy.
- Processes personnel in and out of dorms, assigns tasks to bay orderlies, coordinates with Commanders and 1st Sergeants for room inspections.

2.1.3.5 Operations Flight (CEO)

2.1.3.5.1 Maintenance Engineering (CEOE) (Partially under study)

- Provides engineering expertise by supporting operations in analyzing field problems and identifying solutions.
- Supports work order planning when engineering design considerations apply.
- Performs project review on all project designs and coordinates the impact with the appropriate workcenters.
- Reviews projects from the standpoint of maintainability, reliability, and energy management.
- Manages infrastructure systems by assessing the system's technical condition, evaluates the repair options and priorities, and plans and programs repairs and improvements.
- Responsible for service and utility contract management.
- Manages the recurring work program (RWP) and maintains as-built drawings and warranty information.
- Analyzes processes, resources, and mission requirements and provides recommendations on resource allocation, work execution, and process improvement.

2.1.3.5.2 Facility Maintenance (CEOF)

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- Establishes all recurring work, minor maintenance and repair, and selected work orders.
- Provides customer service and support, inspection, maintenance, repair of facilities within established zones, preventive maintenance to ensure plumbing, electrical, structural, and Heating, Ventilation, and Air Conditioning (HVAC) systems are maintained and serviced.
- Provides coordination on issues between Engineering and Operations.

2.1.3.5.2.1 Zone 1-Triangle (CEOF1)

- Responds to emergencies, scheduled routine work, structural, electrical, and utility repair, maintenance, and installation for scheduled work and on a customer requested basis.
- Maintains and repairs utilities with multi-crafted dedicated representatives through structural maintenance and repair of facilities in Keesler training arena.

2.1.3.5.2.2 Zone 2-Community (CEOF2)

- Responds to emergencies, scheduled routine work, electrical repair, maintenance, and installation for scheduled work and on a customer requested basis.
- Maintains and repairs utilities with multi-crafted dedicated representatives through structural maintenance and repair of facilities in the community area of the base.
- Responsible for locksmith duties base wide.

2.1.3.5.2.3 Zone 3-HVAC/R (CEOF3)

- Provides maintenance to HVAC real property installed equipment on Keesler AFB.
- Installs, maintains, troubleshoots, and replaces a variety of electronic and pneumatic instruments and controls.
- Installs, maintains, replaces, and troubleshoots high and low pressure boilers, monitors, and switching devices.
- Maintains and troubleshoots electronic fire alarm and intrusion systems, radio transmittal systems for dispatching of data from the fire panel to central fire station.
- Operates and maintains TAC America Computer system and interface that controls the HVAC system for the base.

2.1.3.5.2.4 Zone 4-Medical Center (CEOFA)

- Provides Medical Center maintenance, repair, and replacement of HVAC systems through 24-hour customer service to support elevators, tubular mail, medical gas, refrigeration systems, and utilities.
- Ensures structural and electrical maintenance and repair to the interior and exterior of existing facilities.

2.1.3.5.3 Heavy Repair (CEOH)

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- Accomplishes the majority of in-house large and multi-craft work orders and all pavement and equipment work to include facility renovation, alteration projects, pavements, airfields, roads and sidewalks, sweeping, pest management, and equipment operations and repair.
- Initiates, plans, programs, budgets, and schedules in accordance with the Keesler Work Order Allocation Program (KWOAP).
- Responsible for operational instruction and monitoring production control actions of Facility Maintenance, Infrastructure, and Maintenance Engineering Elements.

2.1.3.5.3.1 Horizontal (CEOHH)

- Provides management of pavement and equipment operations to include entomology.
- Oversees, reviews, and approves shop work schedules, safety programs, and general checklist procedures IAW all in-place directives and federal statutes.

2.1.3.5.3.2 Vertical (CEOHV)

- Provides operations of a multi-craft team to handle facility maintenance and repair.
- Responsible for asbestos abatement, roof maintenance, and facility work across the wing.
- Conducts roof surveys to submit to the Roof Management program.

2.1.3.5.3.3 Planning, Programming, and Scheduling

- Provides plans, estimates, and coordinates work requests for the wing.
- Responsible for applying phase and task to work requirements for execution by the vertical section through structural, electrical, and mechanical specialists.
- Maintains the KWOAP.
- Estimates and provides a brief description of work requests and provides trend analysis.

2.1.3.5.4 *Infrastructure (CEOI)*

- Provides the operation and maintenance of base utilities to include water and waste, boiler/central steam plant, exterior electric, power production, liquid fuels, and alarms.

2.1.3.5.4.1 Electrical (CEOIE)

- Provides emergency standby power for all base priority facilities and maintains all electrical distribution systems on base.
- Supports Triangle Vision Project and electrical contractor in new power installations.

2.1.3.5.4.2 Steam Plant (CEOIP)

- Provides operation of boiler plants located in various base buildings.
- Keeps records of operation data such as water usage, boiler temperature, steam flow, gas pressure, and stack temperature.

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- Performs pH test of boiler water and collects samples of boiler water for tests.
- Adds chemicals to water based on results of tests.
- Performs preventive and operator maintenance such as changing valves and pressure regulators, packing valves and pumps, and cleaning boilers.

2.1.3.5.4.3 Utilities/Liquid Fuels (CEOIU)

- Provides basic infrastructure support of water, sewer, and natural gas systems to meet operational capabilities.
- Responsible for Liquid Fuels shop, which maintains liquid fuel system on main base to include horizontal turbine, centrifugal, rotary positive displacement, reciprocating, deep well vertical turbine vehicle service station, and sump and hand pumps.
- Maintains sanitary sewer, lift stations, potable water lines, underground sprinkler systems, wells, gas mains, off base high-pressure gas mains, elevated storage tanks or towers, and fire hydrants.

2.1.3.5.5 *Material Acquisition (CEOM)*

- Provides accurate accounting for all activities related to material acquisition, receiving, storage and distribution, and vehicle and equipment control.
- Responsible for the operation of the Self Help KEY Store.

2.1.3.5.5.1 KEY Store

- Responsible for ordering material for all self-help work orders and receiving and processing incoming self-help stock tools.
- Issues material to Military Family Housing (MFH) residents and facility managers.

2.1.3.5.5.2 Vehicle Control/Safety

- Responsible for conducting vehicle inspections, establishing vehicle maintenance priorities, analyzing and measuring vehicle support, investigating vehicle accidents and abuse, and ensuring compliance with AFI 1224-301.

2.1.3.5.5.3 Logistics

- Coordinates and initiate all supply actions pertaining to work orders and shop stock authorizations and replenishment.
- Responsible for distributing, controlling, filing, and providing quality control of accountable listings and documents.
- Monitors Defense Reutilization and Marketing Office (DRMO) turn-in documents.
- Ensures each item is thoroughly researched before requisitioning and firming bills-of-material.
- Performs inventories, researches discrepancies, and prepares and processes adjustments.

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- Acts as the focal point for all coordination between Base Civil Engineer (BCE) Material Acquisition, Defense Logistics Agency (DLA) Contract, and Accounting and Finance in matters relating to local purchase.

2.1.3.5.4 Material Storage and Distribution

- Receives and inspects all incoming property to ensure correct items and quantities are received.
- Processes all receipts and transports property to the appropriate area.
- Stores and distributes all assets, including work order holding areas and residue and forward stores.

2.1.3.6 Resources Flight (CER)

2.1.3.6.1 Resource Advisor (CERF)

- Provides financial management for Civil Engineering (CE) to include planning, programming, budget execution, and accounting for all Operations and Maintenance (O&M), MILCON, and MFH funds.

2.1.3.6.2 Real Property (CERR)

- Provides real property support to CE and the wing, maintaining all real property records for the base.
- Responsible for maintaining records for Keesler AFB and the Camp Keller firing range.

2.1.3.6.3 Computer Systems (CERW)

- Provides computer support to squadron.
- Responsible for upgrades and replacements of all computers, software management for Environmental Management Information System (EMIS) which supports CE, Services, Transportation, Supply, and Medical Center, for ACES which supports Housing, Real Property, and Project Management.

2.1.3.7 Environmental Flight (CEV)

2.1.3.7.1 Compliance (CEVC)

- Supports environmental compliance inspections of operations and base activities.
- Aggressively corrects areas not in compliance.

2.1.3.7.2 Natural/Conservation Resources (CEVN)

- Conserves natural and cultural resources through effective environmental planning
- Considers consequences of proposed actions and reasonable alternatives into all levels of decision making.

2.1.3.7.3 Pollution Prevention (CEVP)

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- Prevents future pollution by reducing use of hazardous materials and releases of pollutants into the environment to as near zero as feasible. This is done through source reduction, e.g., chemical substitution, process change.

2.1.3.7.4 Restoration (CEVR) (Not under study)

- Reduces health and environmental risks created or caused by past operations by rapidly identifying, characterizing, and cleaning up contamination

2.1.3.8 Readiness Flight (CEX)

2.1.3.8.1 Operations/HAZMAT (CEXO)

- Monitors unit disaster preparedness and Prime BEEF programs.

2.1.3.8.2 Plans and Programs (CEXP)

- Responsible for preparing, reviewing, and maintaining wing operations plans for mobility, response, and recovery operations.

2.1.3.8.3 Training (CEXT)

- Schedules, conducts, and tracks training in Nuclear, Biological, and Chemical (NBC) Defense, Disaster Control Group, Unit Disaster Preparedness, Hazardous Material Awareness, and shelter management.

2.1.3.8.4 Logistics

- Operates and maintains all disaster preparedness equipment for use by the flight, squadron, and wing.

2.1.4 Unit Manpower Document (UMD). See Attachment 3, *Unit Manpower Document*.

2.1.5 Technology Utilized. Much of the work accomplished in the CES requires manual labor. However, many of the systems, now in place, are “state of the art” and the trend is projected to continue. Within the Resources Flight are the personnel in charge of maintaining the computer systems for CES. The squadron is on schedule to trade out desktop computers every 3-5 years. Many of the databases used in CES are accessed through the Internet and much of the daily work has been automated through the use of Integrated Work Force Management System (IWIMS) and Civil Engineer Material Acquisition System (CEMAS). This automation includes electronic publications and forms that once were completed with pen and pencil. Use of the local area network (LAN) and Internet has increased the productivity within the squadron. In some instances, however, the proposed improvement did not produce an increase in productivity. The most recent release of ACES has reportedly increased the workload over an earlier version of the program. The controls on the chillers, cooling towers, and boilers are much more advanced and require numerous hours of training to master. The payoff is that the controls are more reliable and easier to troubleshoot for malfunctions. Several of the systems used in CES were cross-utilized in other organizations as well, i.e., MicroBased Budget Automated System (MicroBAS), Customer Automation and Reporting Environment (CARE) System (part of the Government Purchase Card program), and EMIS.

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2.1.6 Workload Information. Workload in CES is customer driven and these customers reside at many levels. Federal and state requirements for cleaner air and water are becoming much more stringent. The requirement to identify, track, and detail the disposition of numerous hazardous materials is a huge workload in the squadron. Senior base leadership drives the requirements from the top down, in many instances overriding regularly scheduled work. Building managers drive the workload from the bottom up. Although MFH has a maintenance contract, there is still a self-help program that provides supplies and tools for the “do-it-yourself residents.” Keesler AFB is not only a training location, but it is also a showcase location. During the summer months, the elements that reside under the Operations Flight see an enormous increase of work due to the cooling and ventilation requirements. As a military training location, schools and classes are on a rigid schedule and cannot afford to cancel classes due to air conditioning problems. Workload in Exterior Electric increased when overhead power lines were moved underground. Troubleshooting an electrical problem is much more time consuming with the lines underground than it was with them overhead. In the Resources Flight, advances in technology and procedures have not promoted increased productivity. It now takes longer to do the same tasks. Base preparedness has increased dramatically in the past year, with many more requirements and much more coordination with state and local officials. None of this workload is projected to decrease at the conclusion of this study.

2.1.7 Personnel Analysis¹. Total current funded authorizations for the CES are 464, representing a mixture of military and civilian personnel, of which 405 are included under this study. The source of the authorized count was the UMD (Attachment 3), Fiscal Quarter (FQ) 02/03 dated 6 Jun 02 released under General Services Administration (GSA) Federal Business Opportunities (FedBizOpps), posting 3 01 dated 22 Aug 02. The UMD includes authorizations with a military essential (MES) code “R,” which indicates the authorization is under a cost comparison study. In addition, the UMD reflects, by use of a “Pick a Base 4” (PAB4) code for contract manpower equivalent (CME), authorizations that contract services for SABER, furnishings management, environmental management control system operations, housing maintenance, and grounds maintenance.

Attachment 4, *Current Personnel Analysis* summarizes, by unit and Organization Structure Code (OSC), UMD authorizations, UMD authorizations under study, military and civilians currently assigned, and military/civilian grades authorized for those authorizations under study. The source documents for the Attachment 4, *Current Personnel Analysis* summaries includes the aforementioned UMD, the listing of all civilians under study released under GSA FedBizOpps posting 10 01 dated 9 Oct 02 as clarified by posting 11 01 dated 11 Oct 02, the GSA FedBizOpps listing of civilian

¹ GSA FedBizOpps posting dated 17 Jul 03 subsequently released a revised UMD current as of 20 Mar 03 which changed the CES baseline authorizations under study from 405 to 394. GSA FedBizOpps posting dated 28 Aug 03 which provided a report of positions under study further reduced the CES total authorizations under study to 391 as subsequently confirmed in GSA FedBizOpps posting dated 12 Sep 03 which released an updated UMD current as of 4 Sep 03. Given that corresponding information necessary to reconcile the authorized civilian grades and number of military and civilians actually assigned were not updated and publicly posted, the detailed baseline data identified in this Paragraph 2.1.7 served as the MEO baseline.

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personnel assigned released under posting 11 01 dated 11 Oct 02 as clarified by posting 13 01 dated 5 Nov 02, and the listing of (assigned) military positions released under GSA FedBizOpps posting 15 01 dated 8 Nov 02.

2.1.8 Equipment Analysis. No other base organization directly affect the working and living environment of every person on base as does CES. Similarly, the varied aspects of the CES mission require equipment just as varied. Office equipment typically consists of desks and chairs, filing cabinets, desktop computers, printers, faxes, and telephone equipment. Shop equipment and specialized tools are too varied to list and describe in this analysis.

2.1.9 Facilities Analysis. CE currently utilizes work space/office space as shown in the table below.

Workcenter	Building Number	Room Number
Commander and Staff	4705	2 nd Floor
Engineering Flight – Base Development	4705	2 nd Floor
Engineering Flight – Contracts	4705	2 nd Floor
Engineering Flight – SABER	4705	2 nd Floor
Fire Protection Flight – Operations	4216	1 st Floor
Fire Protection Flight – Technical Services	4216	2 nd Floor
Fire Protection Flight – Training	4216	2 nd Floor
Fire Protection Flight – Health and Safety	4216	1 st Floor
Fire Protection Flight – Communications Center	4216	1 st Floor
Housing – Facilities	701	118
Housing – Assistance	701	118
Housing – Dorm Management	4904	127
Operations Flight – Maintenance Engineering	4705	1 st Floor
Operations Flight – Facility Maintenance	4705 (Flt Chief) 3902/1704-Z3 2101-Z2 7202-Z1 0468-Z4	1 st Floor
Operations Flight – Heavy Repair	4705 (Flt Chief) 3902 (CEOHV) 3903 (CEOHH)	1 st Floor
Operations Flight – Infrastructure	4705 (Flt Chief) 3902 (Shops)	1 st Floor
Operations Flight – Material Acquisition	4002	Dock No 4

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Workcenter	Building Number	Room Number
Resources Flight – Computer Systems	4705	2 nd Floor
Resources Flight – Real Property	4705	2 nd Floor
Resources Flight – Resource Advisor	4705	2 nd Floor
Readiness Flight – Plans and Programs	3902	
Readiness Flight – Operations/HAZMAT	3902	
Readiness Flight – Logistics	3902	
Readiness Flight – Training	3902	
Environmental Flight – Conservation/Natural Resources	4705	1 st Floor
Environmental Flight – Compliance	4705	1 st Floor
Environmental Flight – Pollution Prevention	4705	1 st Floor
Environmental Flight – Restoration	4705	1 st Floor

2.2 81ST MISSION SUPPORT SQUADRON (MSS)

2.2.1 Mission Statements. The mission of the Mission Support Squadron (MSS) is to provide comprehensive support to Keesler personnel, assigned technical training students, geographically separated units (GSU), and retirees and their families. This support is provided through the Civilian Personnel, Education Services, Family Support, Military Personnel, and the Airman Professional Military Education (PME) Flights, as well as the First Term Airman Center (FTAC).

2.2.1.1 Commander and Staff (CC) (Not under study). The mission of the MSS Commander and staff is to provide for the overall command, direction, planning, staff supervision, and management of the squadron in fulfillment of its mission to support Keesler personnel, assigned technical training students, GSUs, and retirees and their families.

2.2.1.2 Civilian Personnel Flight (DPC) (Partially under study). The mission of the Civilian Personnel Flight is to serve as the regional civilian personnel office for more than 1,900 appropriated fund positions, including nine general managers, 1,532 general service (GS), and 442 federal wage system positions. Provides appropriated fund civilian personnel advice and administrative support to commanders, supervisors, employees, and applicants. Manages civilian workforce through affirmative employment, labor and employee relations, classification, employee development, and resource management programs.

2.2.1.3 Education Services Flight (DPE) (Partially under study). The mission of the Education Services Flight is to provide educational opportunities in support of mission readiness, professional and personal development, quality retention, and recruitment. Defines goals and objectives; assesses planning process; oversees and procures college

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and university programs; manages tuition assistance, counseling, and testing services. Hosts on-base degree granting college programs for Keesler's military, family members, retirees, and civilians. These programs include associate, bachelor, and master level degree opportunities. Provides Community College of the Air Force (CCAF) counseling graduating more than 350 students annually. Sponsors officer PME seminars held each year for Air War College and Air Command and Staff College, and manages the Senior Non-Commissioned Officer (SNCO) Academy correspondence course. Provides expert guidance on commissioning programs and has a progressive distance learning program.

2.2.1.4 Family Support Flight (DPF) (Not under study). The mission of the Family Support Flight is to provide information and referral counseling (for senior leadership, military personnel and their dependents, retirees, and civilians), base family action plans, and assistance programs including Relocation and Transition Assistance Programs. Serves as central point of information, referral, and programs that benefit families. Supports leadership to meet family needs.

2.2.1.5 Military Personnel Flight (DPM) (Partially under study). The mission of the Military Personnel Flight is to provide military personnel support to commanders, more than 6,500 military members and their families, and over 72,000 area retirees, serving more than 100,000 customers each year. Manages the military work force, both military and student, through readiness programs, personnel relocation actions, personnel employment programs, customer service actions, career enhancement activities, and maintenance of military member information.

2.2.1.6 Airman PME Flight (DPN) (Not under study). The mission of the Airman PME Flight is to provide professional military education to students to prepare for future leadership roles. Keesler's Airman Leadership School (ALS), the second largest in Air Education Training Command (AETC), manages all aspects of operations including instruction, evaluation, counseling of students, and information management support of students and faculty.

2.2.1.7 First Term Airman Center (FTAC) (Not under study). The mission of the FTAC is to serve as a structured program to launch new careers on the path to success. The FTAC is a mandatory, Air Force-wide program designed to transition newly-assigned, first-term airmen from a training to a mission oriented environment while providing all their base in-processing needs.

2.2.2 Organizational Charts. See Attachment 2, *Current Organization Charts*.

2.2.3 Responsibilities of Essential Functions.

2.2.3.1 Commander and Staff (CC) (Not under study)

- Processes mission related TDY orders on all routine squadron personnel (does not include formal training or contingency orders).
- Maintains a records management file plan to include protection of personal records IAW Privacy Act of 1974.
- Manages squadrons sponsor, newcomer, and introduction programs.
- In-processes and out-processes all squadron personnel.

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- Manages the Fitness Assessment (Ergometry) program.
- Manages and assigns leave numbers for all squadron military personnel.
- Provides and updates Personnel Concepts-III (PC-III) actions for squadron personnel to include running any necessary reports required from PC-III.
- Manages the vehicle registration program, government travel card program, and weight management program for all assigned personnel.
- Maintains and updates all Duty Status reporting, Unfavorable Information File, and Privacy Act actions.
- Organizes all required monthly Commander's Calls.

2.2.3.2 Civilian Personnel Flight (DPC) (Partially under study)

2.2.3.2.1 Plans and Requirements (DPCC) (Partially under study)

2.2.3.2.1.1 Systems Management (Under study)

- Administrator for the Civilian Personnel Flight's (CPF) automated Modern Defense Civilian Personnel Data System (DCPDS) personnel system and UNIX based Personnel Process Improvement (PPI) application server.
- Provides system support to users primarily in the CPF and coordinates technical support for the CPF LAN.
- Processes and retrieves products.
- Provides technical support to include system security, user account management, printers, peripheral management, user access and connectivity and monitoring Modern DCPDS application software releases.
- Prepares, coordinates, monitors, and implements local procedures for system operations.
- Identifies and corrects operating problems, manages database, and implements new software releases.
- Maintains local and Air Force Personnel Center (AFPC) equipment accounts for the CPF flight.

2.2.3.2.1.2 Civilian Classifications (Not under study)

- Provides position classification and sound position management services to managers, supervisors, and employees.
- Reviews position descriptions for accuracy.
- Assesses and advises management on the impact of proposed reorganizations.
- Interprets and applies position classification standards to positions and determines the correct pay, category, occupational series, title, and grade level.

2.2.3.2.2 Workforce Effectiveness (DPCE) (Partially under study)

2.2.3.2.2.1 Labor Relations/Civilian Retirement (Not under study)

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- Provides daily guidance for performance management and annual ratings.
- Advises managers and supervisors regarding disciplinary and adverse actions.
- Counsels employees with work-related problems.
- Informs an employee of grievance, complaint, and appeal procedures.
- Assists managers and supervisors with contract language, grievances, and the impact and implementation on bargaining.

2.2.3.2.2.2 Health Benefits and Insurance/Workman's Compensation (Not under study)

- Assists injured employees with occupational and compensation claims.

2.2.3.2.2.3 Training (Under study)

- Provides advisory assistance to management for resolving problems and enhancing employee skills through training.
- Conducts annual survey to identify all employee training requirements for the year.
- Provides required supervisory training for civilian and military personnel who supervise civilians.
- Manages the Training Management System (TMS), which provides for all Air Force formal training courses.
- Manages a substantial training budget for all civilian training matters at Keesler AFB.

2.2.3.2.2.4 Awards (Under study)

- Administers award programs for appropriated fund civilian employees.
- Prepares directives, publicizes program, and provides assistance.
- Establishes awards committee, processes awards submission, processes approved awards, processes disapproved awards, and analyzes awards distribution.

2.2.3.2.3 Personnel Management (DPCS) (Not under study)

- Assists supervisors in filling vacant positions through the AFPC centralized PALACE Compass program.
- Locally recruits and staffs temporary summer hire and Student Temporary Employment Program (STEP) employees.
- Provides management advisory services on recruitment issues.
- Develops and administers the Affirmative Employment plan.

2.2.3.3 Education Services Flight (DPE) (Partially under study)

2.2.3.3.1 Education Services

- Manages Education Programming.
- Conducts needs assessment of military installation to include tenant organizations.
- Establishes a three-year Education Services Strategic Plan.

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- Establishes a Base Education Planning and Advisory Committee (BEPAC).
- Obtains educational program.
- Monitors program quality.
- Prepares annual base education services plan.
- Develops course schedule.
- Prepares and submits reports of program data.
- Participates in training.
- Performs as liaison with Department of Education Office, regional Veterans Administrative (VA) office, Council on Post-Secondary Accreditation (COPA) office, Air University (AU), and Extension Course Institute (ECI).
- Participates in meeting.
- Develops annual “Nathan Altschuler Award for Excellence in Educational Programs” data.
- Monitors dependent school program (CONUS only).

2.2.3.3.2 Tuition Assistance Program

- Administers Tuition Assistance Program.
- Prepares annual budget/financial plan.
- Follows Air Force Education Assistance Program (EAP) standards.
- Controls Tuition Assistance obligation.
- Initiates SF 1049, Public Voucher for Refunds, for the purpose of refunding tuition assistance to student.
- Re-accomplishes AF Form 1227, Authority for Tuition Assistance-Education Services Program, to change student status.
- Maintains student education services record.
- Counsels on financial aid.
- Counsels on reimbursement.
- Determines service requirement for non-instructional program.
- Performs reimbursement action.
- Processes AF Form 118, Refund of Tuition Assistance-Education Services Program, for request of Tuition Assistance waiver.
- Prepares AF Form 63, Officer/Airman Active Duty Service Commitment (ADSC) Counseling Statement.
- Administers spouse Tuition Assistance program.

2.2.3.3.3 Counseling

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- Provides advice on educational materials and services as well as identifying educational providers, capabilities, and resources.
- Administers general education program.
- Utilizes contracts to provide Community College of the Air force (CCAF) counseling to students, test administration services, and distance learning classroom preparation.
- Administers CCAF program.
- Briefs on education services.
- Advises on Veteran's Administration program.
- Maintains Education Services publicity program.
- Administers correspondence course program.
- Administers academic deferment program.
- Coordinates CCAF graduation ceremony.
- Administers Airman Education and Commissioning Program (AECF).
- Administers Air Force Reserve Officer Training Corp (AFROTC) program, Airman Scholarship and Commissioning Program (ASCP), and Professional Officer Corp (POC) program.
- Counsels on other commissioning programs.
- Administers Officer Training School, USAF Process (airman with college degree only).
- Administers Bootstrap TDY program.
- Administers Air Command and Staff College (ACSC) seminar.
- Administers Air War College (AWC) seminar.
- Identifies and resolves discrepancy of officer education level.
- Administers officer Air Force Institute of Technology (AFIT) program.
- Maintains educational publicity material.

2.2.3.3.4 Provides Customer Service

- Researches and answers inquiry regarding educational program, prescribing directive, or policy problem.
- Schedules appointment.
- Manages classroom facility.
- Assists with ordering transcripts from institution.

2.2.3.3.5 Manages Testing Program

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- Provides testing service for Defense Activity for Non-Traditional Education Support (DANTES), College Level Examination Program (CLEP), and voluntary Extension Course Institute (ECI) programs.
- Monitors test requirement.
- Instructs test examiner.
- Signs answer sheet.
- Prepares and mails test material to appropriate agency.
- Prepares report of loss or compromise of controlled test item.
- Prepares test irregularity report.
- Conducts weekly DANTES test inventory.
- Conducts quarterly DANTES test inventory.
- Conducts monthly ECI test inventory.
- Coordinates DANTES annual facility review.
- Destroys ECI and other test material.
- Administers unscheduled, typing, reading, and teletype tests.
- Returns damaged, unused, or outdated controlled test to appropriate agency.
- Manages the distance learning program and maintains records of attendance, withdrawals, completions and costs for all classes.

2.2.3.4 Family Support Flight (DPF) (Not under study)

- Assists all DoD personnel and their families in dealing with the unique demands of the military lifestyle.
- Administers programs and services such as employment assistance, family readiness, personal financial management, the Women, Infants, and Children (WIC) program, volunteer resources, Air Force Aid Society, family life education, information and referrals, relocation assistance, and transition assistance.
- Develops and maintains community family resource file.
- Coordinates with on and off base resource agencies.
- Establishes procedures for making and receiving on and off base referrals.
- Develops methods to make base and civilian services (off base) more accessible to Air Force personnel and their dependents.
- Makes initial contact with newly arrived personnel.
- Solicits information on family related needs, issues, or problems from base or unit leadership.
- Promotes use of family programs to base personnel.

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- Advises base and unit leadership on unit/base/community issues and stress factors affecting the military family.
- Assists base and unit leadership in developing policies, procedures, and programs to decrease work/family stress factors.
- Develops and monitors compliance with the base Family Action Plan.
- Advises the Base Commander on operations of the Family Advisory and Information Board (FAIB).
- Identifies and reports family issues, trends, or unmet needs.
- Administers the Personal Financial Management Program (PFMP), Air Force Aid Society (AFAS), Career Focus Program (CFP), Volunteer Resource Program (VRP), Relocation Assistance Program, and the Family Services Program (FSP).
- Plans, develops, implements, and evaluates the Family Life Education Program.

2.2.3.5 Military Personnel Flight (DPM) (Partially under study)

2.2.3.5.1 Personnel Relocation and Employment (DPMA) (Partially under study)

2.2.3.5.1.1 Employment Retraining (DPMAE) (Not under study)

- Combines the classification and manning actions into one unit.
- Responsible for officer and enlisted Air Force Specialty Codes (AFSC) classification actions, officer and enlisted AFSC upgrades, duty status updates (except contingency TDYs), retraining, and employment manning.
- Processes enlisted voluntary and non-voluntary retraining actions.
- Processes officer and enlisted AFSC/SDI/RI/SEI award actions.
- Processes officer and enlisted AFSC/SDI/RI/SEI disqualifications. Ensures that processing of retraining application submitted as a result of the disqualification of the awarded AFSCs is a coordinated effort between base training and classification personnel.
- Processes all officer and enlisted classification updates.
- Processes officer and enlisted direct and indirect AFSC conversions.
- Processes waivers of mandatory officer and airman AFSC requirement.
- Conducts airman classification interviews in conjunction with Permanent Changes of Station (PCS) for those selected for assignment out of Control Air Force Specialty Codes (CAFSC).
- Manages, completes, and acts as the base focal point for all in-processing actions.
- Reviews officer and enlisted aeronautical orders and aviation service codes.
- Performs voluntary/involuntary CAFSC changes.
- Processes duty-out-of-CAFSC actions.

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- Serves as office of primary responsibility (OPR) for CAFSC/SEI/SDI/RI actions.
- Updates and ensures data accuracy of Military Personnel Data System (MILPDS) using DISCOVER (in-system data retrieval program) to review the officer and airman data for errors or incompatible conditions (e.g., duplicate AFSCs, skill or grade mismatch, missing or overdue officer upgrade actions, erroneous conversion actions, missing prerequisite AFSC, etc.).
- Establishes and monitors officer upgrade suspense actions to ensure timely award of qualified AFSCs.
- Maintains an operational file of applicable publications that direct, control, or otherwise affect classification.
- Maintains liaison between MPF and serviced organizations on classification matters with particular emphasis on award or deletion of AFSCs/SDIs/RIs/SEIs.
- Counsels individuals on procedures to be followed and documentation required when recommending changes to an individuals AFSC IAW AFMAN 36-2105 and 36-2108.
- Counsels former commissioned officers on provisions for award of enlisted AFSC(s) and appropriate skill level.
- Prepares and processes AF Form 2096, *Classification/On-The-Job Training Action* to effect other than direct/indirect AFSC conversions or request orders for group actions.
- Processes or coordinate all AF Forms 2096, *Classification/On-The-Job Training Action* that award, change, or withdraw AFSCs/SDIs/RIs/Prefixes/Suffixes/SEIs.
- Manages the Special Duty Assignment Pay (SDAP) program.
- Performs Transaction Register (TR) actions.
- Updates and/or coordinates appropriate assignment availability/limitation codes.
- Manages overseas tour data.
- Obtains assignments for individuals returned to active duty from temporary retirement (TDRL).
- Declares individuals surplus.
- Recovers official passports.
- Acts as the base focal point and manages the Personnel Reliability Program (PRP).
- Updates duty history.
- Maintains Unit Personnel Management Roster (UMPR).
- Processes and updates incoming allocation briefs.
- Amends special orders (incoming and TDY personnel).
- Updates individual no-shows.
- Processes manning assistance requests.

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- Updates intra-base assignments (PCA).
- Updates duty information change requests.
- Accomplishes PC-III actions for units that do not have PC-III.
- Helps units accomplish PC-III actions if requested or when a need is apparent.
- Introduces, maintains, and corrects duty status availability data in MILPDS.
- Maintains official records.

2.2.3.5.1.2 Personnel Relocation (DPMAR) (Partially under study)

- Combines the natural out-processing functions into one unit: outbound assignments, separations, retirements, and formal training.
- Processes officer and enlisted assignment actions and requests for administrative discharges and retirements.
- Performs inquiries on assignment availability, assignment limitations, and assignment preferences.
- Monitors the relocation processing of personnel projected for PCS, separation, retirement, or formal training.
- Accomplishes required relocation updates for separation, retirement, PCS, and training.
- Performs final processing actions for separation, retirement, PCS, and training.
- Protects all personal data, as required by the Privacy Act of 1974.
- Maintains official records.

2.2.3.5.1.2.1 Outbound Assignments (Not under study)

- Processes AFPC assignment allocations (including prisoners and patients).
- Validates and processes requests for release from assignment levy.
- Processes requests for deferment.
- Processes declination statements.
- Processes changes in assignment actions.
- Formulates replies to processing discrepancy inquiries.
- Processes/updates assignment availability codes.
- Processes/updates assignment limitation codes.
- Processes applications for Exceptional Family Member Program (EFMP) or humanitarian assignment.
- Processes Major Command (MAJCOM)-controlled special duty applications.
- Processes HQ USAF/MAJCOM nominations of individuals for special duty assignments.

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- Processes AFPC-controlled special duty assignments.
- Processes senior officer assignments.
- Processes requests for Secretary of the Air Force waivers.
- Processes requests for visas and/or passports for military personnel and their dependents and civil service employees.

2.2.3.5.1.2.2 Separations/Retirements (Not under study)

- Processes high year of tenure (HYT) waivers.
- Provides retirement briefings, to include personal affairs information.
- Performs preliminary retirement and separation actions (includes HYT and disability).
- Counsels and assists military members on their estimated gross retired pay.
- Processes approved or disapproved retirement requests.
- Provides separation briefings, to include personal affairs information regarding Dental Treatment, Federal Housing Authority (FHA) insured home loans, and Voluntary Insurance Program (VIP).
- Performs preliminary voluntary and involuntary separation actions (including PALACE Chase and Conscientious Objector requests).
- Performs preliminary normal separation actions (including HYT, disability, expiration of term of service (ETS), and PALACE Front requests).
- Processes reserve personnel completing active duty training.
- Processes separation requests (approved or disapproved).
- Processes suspended discharges and vacated suspensions related to the Probation/Rehabilitation (P&R) program.
- Obtains leave balances from Financial Services Office (FSO) for each member separated, discharged, or retired.
- Provides assistance to retired and separated members.

2.2.3.5.1.2.3 Formal Training (Under study)

- Administers the selection of personnel to attend the SNCO/Non-Commissioned Officer (NCO) academies.
- Prepares and process applications for all officer PME.
- Processes applications for undergraduate navigator/pilot/space training, USAF test pilot school, and fighter intercept weapons school and counsel individuals accordingly.
- Establishes, completes, and processes assignment availability codes and active duty service commitment dates.

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- Processes school declinations.
- Processes formal training quotas.
- Conducts initial relocation briefings; maintain relocation folders; and prepares necessary documents for separation, retirement, PCS, and training.
- Monitors Civilian Personnel Policies, Practices, and Procedures Course.

2.2.3.5.1.3 Base Enlisted Specialty Training (EST) (DPMAT) (Under study)

- Serves as the base OPR and manager for all on-the-job training requirements.
- Serves as the base OPR and manager for enlisted specialty training policies and programs.
- Primary responsibility is to assist unit personnel in ensuring trainees are trained to do mission essential jobs.
- Prepares for and conducts training program Staff Assistance Visits (SAV).
- Assesses SAV findings and out-briefs appropriate personnel.
- Prepares and forwards SAV summaries of findings and assists with corrective actions.
- Identifies, analyzes, and monitors training capability/capacity.
- Determines needs for training assistance from outside agencies.
- Defines training requirements, develops training materials and measurement devices, determines instruction methods, conducts training, and evaluates training materials provided.
- Advises inspection or evaluation agencies of effective training evaluation methods.
- Identifies and determines applicability of training sources.
- Manages annual MAJCOM functional area (3S2X1) course screening, as well as any other AFSC course screening being accomplished.
- Briefs responsibilities and gives training to unit training managers.
- Manages and administers the mandatory Career Development Course (CDC) program and mandatory CDC examination test control responsibility.
- Serves as OPR for and manages enlisted specialty training, training feedback, external training analysis, and computer-based instruction programs.
- Reviews training publications and publications libraries.
- Maintains training information files.
- Conducts training meetings.
- Evaluates actions and processes documents related to skill-level upgrade award and training and training-related classification actions.
- Coordinates training for wartime tasks.

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- Conducts the 3S2X1 retraining interview program.
- Requests automated background products, maintains computer data related to training actions, and manages automated training products and rosters.
- Protects all personal data as required by the Privacy Act of 1974.
- Maintains official records.
- Maintains, controls, distributes, and processes all on and off base survey requirements.

2.2.3.5.2 Personnel Systems Management (DPMD) (Under study)

- Provides the functional link between the MPF, Commanders Support Staff (CSS), and the MILPDS.
- Operates personnel portion of standard base-level computer.
- Performs patch updates in MILPDS for all users.
- Operates PC-III computer system.
- Backs up PC-III system.
- Provides information and informal computer-related training.
- Provides formal computer-related training.
- Processes non-routine queries.
- Processes scheduled automated products.
- Performs transaction register and database analysis tasks.
- Builds and maintains local tables.
- Corrects reported software problems.
- Processes potential hardware, software, and procedural enhancements.
- Performs Computer Security (COMPUSEC) tasks.
- Performs Defense Joint Military Pay System (DJMS) transactions.
- Performs BLPS 0002 tasks.
- Reboots computer system.
- Performs summary report actions.
- Maintains flight and PC-III equipment accounts.
- Services endpoint filters.

2.2.3.5.3 Customer Support (DPMP) (Partially under study)

2.2.3.5.3.1 Career Enhancements (DPMPE) (Partially under study)

- Combines workcenters that directly impact member's career to include promotions, awards and decorations, evaluations, reenlistments, and special actions.

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- Serves as the base-level focal point for officer and enlisted performance reports, processes awards and decorations actions, and provides assistance to commanders on quality force issues.
- Processes reenlistment and extension of enlistment actions; administers promotion, demotion, and officer selective continuation programs; reconciles service date discrepancies; and prepares and processes specified period of time contracts.
- Provides policies and procedures on the Privacy Act of 1974.
- Performs TR actions.
- Provides information and training in functional area of responsibility.
- Maintains official records
- Updates and/or coordinate appropriate assignment availability/limitation codes.
- Processes DJMS status reconciliation roster.

**2.2.3.5.3.1.1 Officer Performance Reports (OPR)/Enlisted Performance Reports (EPR)
(Not under study)**

- Processes EPRs and OPRs.
- Processes missing performance reports.
- Monitors requirements or suspenses for evaluation reports.
- Processes changes of reporting official (CRO).
- Processes training reports.
- Processes Letters of Evaluation (LOE).
- Provides performance report statistical data to senior leadership and higher Headquarters.
- Processes evaluation appeal cases.

2.2.3.5.3.1.2 Awards and Decorations (Under study)

- Performs decoration actions for new personnel.
- Manages decoration actions for PCSs/Personnel Change Assignments (PCA)/separations/retirements.
- Performs Air Force Good Conduct Medal (AFGCM), Air Force Outstanding Unit Award (AFOUA), and Air Force Organizational Excellence Award (AFOEA) actions.
- Updates award or decoration discrepancies.
- Manages and processes special award and trophy actions.
- Maintains stock of decoration elements.
- Manages the 81st Training Wing Quarterly and Annual Award Program pursuant to Keesler Air Force Base Instruction (KAFBI) 36-2802

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2.2.3.5.3.1.3 Reenlistment/Special Actions (Not under study)

- Supports reenlistment programs.
- Prepares retention/reenlistment reports to senior leadership and higher Headquarters.
- Administers Selective Reenlistment Program (SRP).
- Processes Career Job Reservation (CJR)/Selective Reenlistment Bonus (SRB) actions.
- Determines and counsels supervisors and Commanders on reenlistment eligibility.
- Processes enlistment/reenlistment documents.
- Processes enlistment extensions and enlistment extension cancellations.
- Recoups reenlistment bonuses.
- Processes commander override requests.
- Disseminates written career planning information, counseling, and referrals.
- Processes selective continuation.
- Processes conditional reserve status.
- Performs in and out processing actions for evaluations and promotions.
- Processes Unfavorable Information File (UIF) actions for PCS.
- Monitors UIF/control roster.
- Processes specified period of time contracts.
- Reconciles service date discrepancies.
- Processes special pay actions.
- Processes claims (including dependent, paternity, indebtedness, etc.).
- Monitors Weight and Body Fat Management Program (WBFMP) actions.
- Processes Line of Duty (LOD) determinations.
- Supports and provides information regarding installation climate assessments to installation commander and other commanders as directed/requested.

2.2.3.5.3.1.4 Promotions (Not under study)

- Processes NCO promotion releases.
- Performs pre-board and post-board officer promotion actions.
- Processes the promotion of commissioned officers.
- Performs airman through senior airman promotion actions.
- Performs senior airman below-the-zone (BTZ) promotion actions.
- Processes non-weighables.

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- Processes STEP.
- Processes demotions.
- Performs grade reductions (court martial or Article 15) in MILPDS.
- Disseminates computerized promotion products.
- Schedules or administers and updates special tests.
- Inventories/secures testing products.
- Reschedules valid Weighted Airman Promotion System (WAPS) testing no-shows.
- Requisitions WAPS testing materials.
- Requests special order testing materials.
- Schedules personnel and distributes computer products for WAPS testing.
- Administers WAPS tests.
- Processes subject matter specialist and board members for applicable TDYs.
- Processes Foreign Language Proficiency Pay (FLPP).

2.2.3.5.3.2 Customer Service (DPMPS) (Partially under study)

- Serves as the initial point of contact between the customer and other MPF workcenters.
- Provides policy and procedures on the Privacy Act of 1974 and FOIA.
- Performs TR actions.
- Provides information and training in functional area of responsibility.
- Maintains official records.

2.2.3.5.3.2.1 Records (Under study)

- Prepares promotion and promotion recommendation folders.
- Performs Unit Personnel Record Group (UPRG) screening actions.
- Counsels members on and processes Board of Corrections for Military Records actions.
- Completes and processes DD Forms 93.

2.2.3.5.3.2.2 Customer Service (Not under study)

- Updates sponsor and family member personnel information.
- Prepares and maintains the UPRG.
- Administers the casualty assistance program, family member dental plan, Immigration and Naturalization Service (INS) Program and identification card benefits and privileges.

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- Maintains security for Defense Enrollment and Eligibility Reporting System (DEERS)/Real-Time Automated Personnel Identification System (RAPIDS) hardware and software.
- Processes ID card requests in DEERS and RAPIDS.
- Retrieves ID cards.
- Processes Serviceman's Group Life Insurance (SGLI).
- Assists/processes applications for INS.
- Processes VA Forms 22-1990, *Part I, Application for Educational Benefits*, and DD Forms 295, *Application for the Evaluation of Learning Experiences During Military Service*.
- Processes DD Forms 493, *Extract of Military Records of Previous Convictions*.
- Disseminates publicity on new and existing personnel programs.
- Administers policy guidance on military leave, permissive TDY, and liberty pass programs.
- Administers invitational travel order program.
- Acts as focal point for personnel actions pertaining to personnel and their dependents (active and retired).
- Acts as focal point for Individual Mobilization Augmentees (IMA) when Base Individual Mobilization Augmentee Administrator (BIMAA) is not available.
- Schedules referral appointments.
- Prepares and processes requests for statements of service and employment.
- Performs assignment preference and special duty application actions.
- Processes marriage/divorce personnel actions, to include joint spouse applications.
- Processes name/social security number (SSN)/birth/ethnic/race/sex/religious denomination change requests.
- Processes Report on Individual Personnel (RIP) requests (non-PC-III).
- Performs in-processing actions.
- Processes personal information requests.
- Acts as base OPR for the introduction (INTRO) program.
- Disseminates INTRO information.
- Manages and conducts newcomer's orientation.
- Administers sponsorship program.
- Maintains liaison with personnel employment to ensure gain allocations are assigned to units.

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- Processes Family Member Dental Plan actions.
- Assists project officers in the conduct of fund raising within the Department of the Air Force.
- Performs customer service separation actions, supporting PALACE Chase.
- Administers memorialization program.
- Administers USAF Savings Bond program.
- Maintains listing of senior raters by Privacy Act Statements (PAS).
- Trains walk-in customers on PC-III customer menus.
- Provides Survivor Benefit Plan (SBP) briefing and completes appropriate actions.
- Maintains liaison for Medical and Dental Programs.
- Administers Family Care Program.

2.2.3.5.4 Student Personnel Center (DPMS) (Not under study)

- Performs TR actions.
- Amends special orders.
- Provides policy and procedures on the Privacy Act of 1974 and FOIA.
- Provides information and training in functional area of responsibility.
- Maintains Official Records.

2.2.3.5.4.1 Student Outbound Assignments (DPMSO) (Not under study)

- Combines the natural in and out processing of technical training students into one unit.
- Processes student assignment actions.
- Performs customer service actions and retraining actions due to elimination from school due to performance or failure.
- Performs inquiries on assignment availability, assignment limitations, and assignment preferences.
- Monitors the relocation processing of personnel projected for PCS or formal training.
- Processes AFPC assignment allocations.
- Validates and processes requests for release from assignment levy.
- Processes requests for deferment.
- Processes changes in assignment actions.
- Formulates replies to processing discrepancy inquiries.
- Processes/updates assignment availability codes.
- Processes/updates assignment limitation codes.

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- Processes applications for EFMP or humanitarian assignment.
- Processes MAJCOM-controlled special duty applications.
- Processes HQ USAF/MAJCOM nominations of individuals for special duty assignments.
- Processes AFPC-controlled special duty assignments.
- Processes requests for Secretary of the Air Force waivers.
- Notifies personnel on requests for visas and/or passports for military personnel and their dependents.
- Establishes, completes, and processes assignment availability codes and active duty service commitment dates.
- Conducts initial relocation briefings; maintain relocation folders; and prepares necessary documents for PCS and training.
- Accomplishes required relocation updates for PCS and training.
- Performs final processing actions for PCS and training
- Updates and/or coordinates appropriate assignment availability/limitation codes.
- Recovers official passports.
- Base Focal Point for and manages the PRP.

2.2.3.5.4.2 Student Reclassifications (DPMSE) (Not under study)

- Processes and advises reserve and guard personnel completing active duty training.
- Processes and advises reserve and guard personnel completing active duty training.
- Processes applications for other formal training classes or personnel who have been eliminated from technical training and counsels individuals accordingly.
- Processes formal training quotas.
- Conducts initial relocation briefings; maintain relocation folders; and prepares necessary documents for PCS and training.
- Accomplishes required relocation updates for PCS and training.
- Performs final processing actions for PCS and training
- Processes student's voluntary and non-voluntary training actions.
- Processes students AFSC disqualifications. Ensures that processing of retraining application submitted as a result of the disqualification is a coordinated effort between school training officials and classification personnel.
- Conducts airman classification interviews for disqualified personnel.

2.2.3.5.4.3 Student Customer Support (DPMSI) (Not under study)

- Manages, completes, and acts as base focal point for all student in-processing actions.

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- Performs voluntary/involuntary CAFSC changes.
- Serves as OPR for student AFSC actions.
- Maintains an operational file of applicable publications that direct, control, or otherwise affect classification.
- Maintains liaison between MPF and serviced organizations on classification matters with particular emphasis on award or disqualification of AFSCs.
- Counsels individuals on procedures to be followed and documentation required when recommending changes to an individuals AFSC IAW AFMANs 36-2105 and 36-2108.
- Updates individual no-shows.
- Updates intra-base assignments (PCA).
- Accomplishes PC-III actions for units that do not have PC-III.
- Helps units accomplish PC-III actions if requested or when a need is apparent.
- Serves as the initial point of contact between the customer and other Student Personnel Center workcenters.
- Responsible for updating sponsor and family member personnel information and for manually preparing and maintaining the UPRG.
- Processes SGLI.
- Assists/processes applications for Immigration and Naturalization.
- Administers policy guidance on military leave, permissive TDY, and liberty pass programs.
- Acts as focal point for personnel actions pertaining to student personnel and their dependents.
- Schedules referral appointments.
- Prepares and processes requests for statements of service and employment.
- Performs assignment preference and special duty application actions.
- Processes marriage/divorce personnel actions, to include joint spouse applications.
- Processes name/SSN/birth/ethnic/race/sex/religious denomination/change requests.
- Processes RIP requests (non-PC-III)
- Performs in-processing actions.
- Performs UPRG screening actions.
- Counsels members on and processes Board of Corrections for Military Records actions.
- Manages and conducts student newcomers' orientation.

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- Administers sponsorship program.
- Processes Family Member Dental Plan actions.
- Completes and processes DD Forms 93, *Record of Emergency Data*.
- Maintains liaison for Medical and Dental Programs.
- Maintains Official Records.

2.2.3.5.5 Personnel Readiness (DPMX) (Not under study)

- Manages the Manpower and Personnel-Base (MANPER-B).
- Responsible for all readiness-related programs: deployment availability data; contingency duty status; TDY orders; and mobility and contingency, exercise, or rotational procedures.
- Provides personal input to contingency and wartime operations plans, acts as focal point for preparation and execution of the Deputy Chief of Staff (DCS), does the applicable portions of mobility and Personnel Support for Contingency Operations (PERSCO) training, prepares ID tags, and prepares for the MPF's wartime mission.
- Functions as personnel OPR for the Contingency, Operations Planning/Execution System (COMPES) and the MANPER-B.
- Operates and maintains MANPER-B module systems.
- Performs MANPER-B accountability, outage, and virus reporting requirements.
- Manages data pattern traffic (DPT) and the USAF Red-Mini account for their location.
- Processes personnel taskings for contingency operations, Operation Plan (OPLAN) exercises, or manning assistance TDYs; helps tasked individuals conduct relocation processing procedures.
- Prepares TDY orders for all contingencies, exercises, or rotational TDYs, as required.
- Reviews all OPLANs tasked to base for currency and provides input, as required.
- Writes personnel portions of base deployment plan, continuity of operations plan (COP), and emergency action plans.
- Provides support for personnel tasked to AF Emergency Operations Center (AFEOC) reconstitution teams and various Office of the Joint Chiefs of Staff (OJCS) positions.
- Introduces, maintains, and corrects Personnel Deployment actions, Deployed Duty Status Codes, and deployment availability data in MILPDS.
- Prepares identification tags.
- Serves as OPR for personnel portion of Status of Resources and Training System (SORTS).
- Trains PERSCO team members.

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- Participates in operation of Deployment Control Center, Noncombatant Evacuation Control Center, and Reception Processing Unit, as required; develops and maintains appropriate operational guides.
- Activates and operates the Personnel Control Center (PCC) when directed; develops and maintain operational guides.
- Assists in overseeing the activation and operation of the Personnel Deployment Facility; develops and conducts appropriate training.
- Controls, inventories, and destroys classified material.
- Protects all personal data as required by the Privacy Act of 1974.
- Maintains official records.

2.2.3.5.6 Information Management (DPMZ) (Not under study)

- Directly aligned with the MPF Commander to provide information management support to the MPF.
- Disseminates information for internal review (read files, publications, bulletin board).
- Processes communications.
- Maintains suspense file.
- Processes distribution (incoming/outgoing).
- Maintains filing system and helps other MPF elements establish and dispose of administrative records.
- Manages forms requirements for the MPF.
- Maintains publications library, to include all Military Personnel Flight Memorandums (MPFM) and AIG 8106 (ANG: AIG 7309) messages for the current year.
- Manages office supplies and equipment for the MPF.
- Monitors the publication of locally devised forms and records used in the MPF.
- Complies with the policies and procedures established in USAF directives which support the Privacy Act of 1974.
- Complies with policies and procedures established in the USAF directive that supports the Paperwork Reduction Act of 1980.

2.2.3.6 Airman Professional Military Education Flight (PME) (DPN) (Not under study)

- Conducts PME instruction as outlined in AFI 36-2301.
- Prepares for instruction through group review and self-study; prepares facility/classroom/auditorium for instruction.
- Maintains lesson plans, textbooks, test and measurement devices, student workbooks, handouts, and lesson aids for all students.

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- Uses instructional aids and training equipment in support of lesson plan objectives.
- Counsels, evaluates, and advises students.
- Maintains student records.
- Trains, supervises, and/or evaluates instructors.
- In and out processes students and assists with graduation ceremony tasks (as necessary).

2.2.3.7 First Term Airman Center (FTAC) (Not under study)

- Manages a required two-week course that all newly assigned airmen must attend.
- Ensures that all required briefings are conducted IAW AFI 36-2252.
- Sets two week schedule for the following briefings: Finance, Military Equal Opportunity, Health and Wellness, Fitness Testing (Ergometry), Air Force Reading Abilities Test, Initial Dental Exam, Operations Security, Education Center, Wing Mission Briefing, Personal Finance, Air Force Aid, Dorm/Housing Standards, Inspector General, Air Force Reserve, Honor Guard, Disaster Preparedness, TRICARE, Air Force Office of Special Investigation (AFOSI), Professional Relationships, Family Advocacy, Public Affairs, Fire Extinguisher Training, AETC Finance Briefing, Crime Prevention, Safety and Local Conditions, Anthrax Vaccination Program, Expeditionary Aerospace Force (EAF), SFS Briefing, American Red Cross, Local Employment, Community/Volunteer Opportunities, Army Air Force Exchange Service (AAFES)/Commissary Briefing, Base and Community Tour, Legal/Uniform Code of Military Justice (UCMJ)/Ethics, Area Defense Council, Law of Armed Conflict (LOAC), Correctional Custody, Core Values/Chapel, First Sergeant Panel, On the Job training (OJT), Communication Security (COMSEC), COMPUSEC, and Security Awareness Training and Education (SATE), Operational Risk Management (ORM), Rising VI, Stress Management, Suicide Prevention (LINK), Hospital/MPF Tour, Drug Demand Red/ADAPT, Customs and Courtesies, Career Advancement, Dorm Council, EPRs/Recognition Programs, Dress and Personal Appearance, and Hearing Conservation Program.
- Receives and tracks rosters to ensure all newly arrived airman will complete this course within 30 days from arriving on base.

2.2.4 Unit Manpower Document (UMD). See Attachment 3, *Unit Manpower Document*.

2.2.5 Technology Utilized. Though substantially a paper work driven environment, much of the day-to-day work has been automated to include electronic publications and forms and use of the LAN and Internet to gather and disseminate information. However, the UPRG is still maintained manually within the MPF. In addition to the LAN, systems and/or products utilized and/or supported within the Civilian Personnel, Education Services, and MPF include Civilian Personnel Data System (CIVPDS), Business Objects, MicroBAS, CARE System (part of the Government Purchase Card program), Air Force Civilian Personnel Management and Information System (PERMISS), Personnel Automated Records Information System (PARIS), Air Force Training Management

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System (AFTMS), Air Force Automated Education Management System (AFAEMS), MILPDS, (PC-III), Oracle DISCOVERER query tool, and DEERS/RAPIDS.

2.2.6 Workload Information. Workload in the Mission Support Squadron is largely driven by customer requirements. During the summer months, the Military Personnel Flight and Civilian Personnel Flight see increases in their workload associated with officer accessions, PCS, and the processing of summer hires. The Education Services Flight sees increases in their workload associated with college and PME registrations. Workload for the Military Personnel and Education Services Flights can be expected to decrease associated with the elimination of 426 funded military authorizations. Conversely, the Civilian Personnel Flight can be expected to see an increase in their workload associated with an all-civilian work force.

2.2.7 Personnel Analysis². Total current funded authorizations for the 81st Mission Support Flight are 142, representing a mixture of military and civilian personnel, of which 25 are included under this study. The source of the authorized count was the UMD (Attachment 3), FQ 02/03 dated 6 Jun 02, released under GSA FedBizOpps, posting 3 01 dated 22 Aug 02, and includes authorizations with a MES code “R,” which indicates the authorization is under a cost comparison study.

Attachment 4, *Current Personnel Analysis* summarizes, by Unit and OSC, UMD authorizations, UMD authorizations under study, military and civilians currently assigned, and military/civilian grades authorized for those authorizations under study. The source documents for the Attachment 4, *Current Personnel Analysis* include the aforementioned UMD, the listing of all civilians under study released under GSA FedBizOpps posting 10 01 dated 9 Oct 02 as clarified by posting 11 01 dated 11 Oct 02, the GSA FedBizOpps listing of civilian personnel assigned released under posting 11 01 dated 11 Oct 02 as clarified by posting 13 01 dated 5 Nov 02, and the listing of (assigned) military positions released under GSA FedBizOpps posting 15 01 dated 8 Nov 02 .

2.2.8 Equipment Analysis. Equipment primarily consists of desks, chairs, filing cabinets, desktop computers and associated peripherals, and network servers.

2.2.9 Facilities Analysis. With the exception of the Airman PME Flight, which operates out of Building 2902 and is not under study, and the Student Personnel Center, which operates out of Building 7310 and no positions are under study, all other MSS Flights operate out of Building 0701. Facilities appear to be well maintained and suitable for their intended purpose.

MSS currently utilizes work space/office space as shown in the table below.

² GSA FedBizOpps posting dated 17 Jul 03 subsequently released a revised UMD current as of 20 Mar 03, however, the MSS baseline authorizations under study remained at 25. GSA FedBizOpps posting dated 28 Aug 03, which provided a report of positions under study, also indicated that the MSS authorizations under study remained at 25 which was subsequently confirmed in GSA FedBizOpps posting dated 12 Sep 03 which released an updated UMD current as of 4 Sep 03. Given that corresponding information necessary to reconcile the authorized civilian grades and number of military and civilians actually assigned were not publicly posted, the detailed baseline data identified in this Paragraph 2.2.7 served as the MEO baseline.

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Workcenter	Building Number	Room Number
Commander and Staff	0701	232
Civilian Personnel Flight – Plans and Requirements	0701	206
Civilian Personnel Flight – Workforce Effectiveness	0701	207
Civilian Personnel Flight – Civilian Training	0701	207
Civilian Personnel Flight – Awards and Decorations	0701	207
Education Services Flight	0701	224
Family Support Flight	0701	112
Military Personnel Flight – Personnel Relocation and Employment	0701	121
Military Personnel Flight – Personnel Systems	0701	129
Military Personnel Flight – Customer Support	0701	125
Military Personnel Flight – Student Personnel Center	7310	228
Military Personnel Flight – Personnel Readiness	0701	127
Military Personnel Flight – Information Readiness	0701	119
Military Personnel Flight – Information Management	0701	119
Airman Professional Military Education Flight	2902	103
First Term Airman Center	0701	243

2.3 81ST OPERATIONS SUPPORT FLIGHT (OSF)

2.3.1 Mission Statements. The mission of the Operations Support Flight is to direct all airfield operations at Keesler AFB in support of the 2nd Air Force, the 81st Training Wing, the 45th Airlift Squadron (part of the 314th Airlift Wing, Little Rock AFB, AR), and the 403rd Wing (Air Force Reserve Command), their 815th Airlift Squadron and 53rd Weather Reconnaissance Squadron, as well as to provide support to transient aircraft. It provides quality assurance of contracted services, airfield management, flight services, air traffic control, weather support, and transient maintenance to include maintenance of powered and non-powered aerospace ground equipment (AGE), static aircraft displays, and crash recovery.

2.3.2 Organizational Charts. See Attachment 2, *Current Organization Charts*.

2.3.3 Responsibilities of Essential Functions

2.3.3.1 Airfield Management (OSAM)(Not under study)

- Performed by contract.

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- Directs services in the Base Operations facility and monitors or coordinates airfield maintenance support activities to provide a safe airfield environment.
- Plans, organizes, and directs airfield management activities.
- Coordinates with primary and mission support activities to reduce common problems, improve procedures, increase efficiency, and provide better airfield management.
- Advises wing staff on all airfield matters that may affect flying operations.
- Provides guidance at planning board meetings concerning airfield lighting, security, and future airfield construction.
- Provides liaison between flying community and civil engineers to negotiate impact of airfield construction work on flying operations.
- Manages airfield quality assurance program.
- Develops local flight line driver's familiarization program.
- Supports the base flying mission and transient aircrews.
- Serves as member of the Airfield Operations Board (AOB)
- Determines and reports runway surface conditions.
- Performs daily airfield inspections to identify violations of established obstacle clearance procedures; to identify lighting, marking and sign discrepancies; to inspect construction areas to ensure they do not present a hazard to aircraft operations; and to inspect pavement conditions to include rubber deposits.
- Performs monthly joint airfield inspections.
- Conducts airfield checks to examine the primary takeoff, landing, and taxi surfaces in response to in-flight and ground emergencies, determination of runway surface conditions, foreign object damage (FOD) checks, and Bird/Aircraft Strike Hazard (BASH)/Habitat control.
- Provides flight services (filing flight plans, notices to airmen (NOTAM) creation and distribution, maintenance of a flight planning room, maintenance of an aircrew lounge).
- Ensures aircraft are provided with fuel, oil, oxygen, water, and air.

2.3.3.1.1 Quality Assurance (OSA)(Not under study)

- Serves as the technical expert/quality assurance evaluator on airfield management and duties and responsibilities and assists the contracting squadron with the development of the performance work statement (PWS).
- Monitors, evaluates, and certifies contractor compliance with the PWS.
- Acts as the Base Historical Property Custodian (static displays).

2.3.3.1.2 Air Traffic Control (OSAT) (Not under study)

- Supports the Hurricane Hunters, Air Evacuation missions, and Learjet pilot training.

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- Supports over 4,000 operations a month to both military and civilian pilots in the Mississippi Gulf Coast region.
- Provides the separation of aircraft and issues safety alerts.

2.3.3.1.3 Transient Alert (OSTA)(Not under study)

- Performed by contract.
- Inspects aircraft for safety of flight conditions, performing walk around of aircraft for evidence of fluid leaks, damage, or any unusual condition that may affect safety of flight.
- Marshalls aircraft to and from designated parking spots, chocks tires, and install safety pins.
- Make minor repairs, adjustments, and replacements of components when required.
- Operates and maintains powered and non-powered AGE.
- Provides fabrication support consisting of sheet metal work for static aircraft, paint, and corrosion control for AGE.

2.3.3.2 Host Aviation Resource Management (OSOF)(Not under study)

- Responsible for all the aircrew resources assigned to Keesler AFB, aircrews in the 403rd Wing (Air Force Reserve Command), Air National Guard aircrews at the Combat Readiness Training Center in Gulfport, MS, and Recruiting Officer Training Corp (ROTC) units and Air Force Institute of Technology (AFIT) students at local area universities.
- Sole approval authority (except for HQ USAF/XOOT) in determining entitlement to and the starting and stopping of Aviation Career Incentive Pay (ACIP), Career Enlisted Flyer Incentive Pay (CEFIP), and Hazardous Duty Incentive Pay (HDIP) for flying/parachutist duties; interprets public law as it pertains to incentive pays along with auditing and reconciliation of these incentive pays.
- Serves as Keesler AFB OPR and single point of contact for the Air Force Operations Resource Management System (AFORMS), the system used for tracking and management of all aircrew activity and operational support flight activity.
- Prepares/publishes and is the authenticating official for aeronautical orders.
- Maintains flight record folders (FRF), the official source document for determining incentive entitlement, current flying status, and total experience.
- Initiates military pay orders (MPO).
- Works closely with the servicing flight medical facility to ensure immediate and accurate exchange of flight management and flight medical data.
- Continually monitors and ensures the proper flying activity code (FAC) and aviation service code (ASC) are assigned for all assigned and attached flyers.

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- The Host Aviation Resource Management (HARM) Office relies upon the Aviation Resource Management Systems (ARMS), which interfaces directly with the MILPDS, to update and report on aircrew member flight history.

2.3.3.3 Base Weather (OSW)

- Develops, manages, and performs the meteorological watch (METWATCH) program (includes observations, forecasts, pilot reports (PIREP), weather advisories, watches, and warnings), monitoring the weather and advising customers when hazardous conditions are observed or forecasted to occur that could affect their operations or pose a hazard to life or property.
- Develops and maintains local weather instructions and plans documenting support to and received from customers, and coordinates on other base plans requiring weather support.
- Provides and documents flight weather briefings to local and transient pilots.
- Provides briefings to base personnel (e.g., Wing Staff meetings, Crisis Action Team meetings, etc.) in support of deployments, special functions, severe weather, hurricanes, etc.
- Reviews, coordinates, and recommends changes to terminal aerodrome forecast (TAF) issued by the 26th Operational Weather Squadron, Barksdale AFB, LA.
- Performs aviation routine (METAR), special (SPECI), and local (LOCAL) weather observations (physical and via the automated surface observing system (ASOS)), documents these observations (e.g., AF Form 3803, *Surface Weather Observations*), and disseminates observations via the New Tactical Forecast System (NTFS) and Advanced Meteorological Information System (AMIS). (NOTE: ASOS is scheduled to be replaced by the Observing System 21st Century (OS21) in the spring of 2003.
- Accesses, interprets, and uses meteorological satellite (MESAT) imagery in the forecast process and as a briefing aid.
- Performs quarterly equipment status checks on ASOS to ensure required tolerances.

2.3.4 Unit Manpower Document (UMD). See Attachment 3, *Unit Manpower Document*.

2.3.5 Technology Utilized. The Automated Weather Distribution System (AWDS) is the primary weather communications system used throughout Air Force Weather (AFW). Keesler AFB weather operations interface with AWDS, via the Automated Weather Network (AWN), a global communications network used for collecting and distributing alphanumeric environmental/weather data and NOTAMs, using the Air Force Meteorological Dissemination System (AFMEDS), the AMIS, and the NTFS. In addition, weather operations are dependent upon METSAT imagery as well as Doppler Weather Radar to fulfill their mission.

2.3.6 Workload Information. Though there are day-to-day scheduled responsibilities, workload is primarily driven by the local and transient flying missions, exercises, and the weather. Air shows also have a significant impact on workload.

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2.3.7 Personnel Analysis³. Total current funded authorizations for the 81st Operations Support Flight are 40, representing a mixture of military and civilian personnel, of which 8 are included under this study from Base Weather (OSW). The source of the authorized count was the UMD (Attachment 3), FQ 02/03 dated 6 Jun 02, released under GSA FedBizOpps, posting 3 01 dated 22 Aug 02, which includes authorizations with a MES code “R” indicating the authorization is under a cost comparison study, and GSA FedBizOpps, posting Solicitation 08 dated 8 Nov 02 which subsequently excluded airfield support from the study with the exception of Base Weather (OSW). In addition, the UMD reflects by use of a “PAB4” code for CME authorizations that contract services for airfield management, transient alert, fabrication support, and aerospace ground equipment (AGE) are also under study.

Attachment 4, *Current Personnel Analysis* summarizes, by unit and OSC, UMD authorizations, UMD authorizations under study, military and civilians currently assigned, and military/civilian grades authorized for those authorizations under study. The source documents for the Attachment 4, *Current Personnel Analysis* include the aforementioned UMD, the listing of all civilians under study released under GSA FedBizOpps posting 10 01 dated 9 Oct 02 as clarified by posting 11 01 dated 11 Oct 02, the GSA FedBizOpps listing of civilian personnel assigned released under posting 11 01 dated 11 Oct 02 as clarified by posting 13 01 dated 5 Nov 02, the listing of (assigned) military positions released under GSA FedBizOpps posting 15 01 dated 8 Nov 02, and GSA FedBizOpps posting Solicitation 08 dated 8 Nov 02 which excluded airfield support from the study with the exception of Base Weather (OSW).

2.3.8 Equipment Analysis. Equipment consists of desks, chairs, filing cabinets, desktop computers and associated peripherals, telecommunication equipment, land mobile radios (LMR), radio sets, radar equipment, metal detectors, tool kits, numerous powered and non-powered AGE, test equipment, and various meteorological measurement/indicator/recorder devices.

2.3.9 Facilities Analysis. Air traffic control operations, which are not under study, are performed out of Building 4209. Transient Alert and AGE contract functions are performed out of Buildings 0234 and 0235. Fabrication contract functions are performed out of Building 4301, which is co-utilized with the Government. The airfield management contract function, contract quality assurance, and weather operations are performed out of Building 0233. Facilities appear to be well maintained, suitable for their intended purpose, and located (as it relates to airfield management) in accordance with AFI 13-213, Airfield Management.

OSF currently utilizes work space/office space as shown in the table below.

³ GSA FedBizOpps posting dated 17 Jul 03 subsequently released a revised UMD current as of 20 Mar 03 which formally changed the OSF baseline authorizations under study from 14 to 11. GSA FedBizOpps posting dated 28 Aug 03 which provided a report of positions under study further reduced the OSF total authorizations under study to 8 which was subsequently confirmed in GSA FedBizOpps posting dated 12 Sep 03 which released an updated UMD current as of 4 Sep 03. Given that corresponding information necessary to reconcile the authorized civilian grades and number of military and civilians actually assigned were not updated and publicly posted, the detailed baseline data identified in this Paragraph 2.3.7 served as the MEO baseline.

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Workcenter	Building Number	Room Number
Quality Assurance	0233	
Airfield Management	0233	
Transient Alert	0234 & 0235	
Air Traffic Control	4209	
Base Weather	0233	
Fabrication Shop	4301	
Host Aviation Resource Management Office	0233	

2.4 81ST SUPPLY SQUADRON (LGS)

2.4.1 Mission Statements. The 81st Supply Squadron provides supplies, equipment, and fuel in support of Keesler AFB and two off-base satellite account customers. This support is provided through Combat Operations Support Flight, Management and Systems Flight, and Fuels Management Flight.

2.4.1.1 Commander and Staff (CC). The mission of the 81st Supply Squadron Commander and staff is to provide support to all personnel assigned to the Supply Squadron. Responsible for executive duties and administrative support actions for various programs within the base and squadron.

2.4.1.2 Combat Operations Support Flight (LGSC). The Combat Operations Support Flight consists of the following elements: Maintenance Support Element, Property Movement Element, Combat Storage Element, Customer Service Element, Inspection Element, Munitions Management Element, and Mobility Element. The flight requisitions, receives, stocks, stores, issues, inspects, inventories, delivers, ships, and accounts for supplies, equipment, and other inventory supporting operations functions. Supports environmental compliance related to receipt, storage, issue, and monitoring of hazardous material and products. Implements DoD policy for visibility of reparable parts processing. Implements lean logistics processes by expediting movement of reparable inventory and accounts for and provides for readiness spares packages and mobility support to in-place sustaining and deploying forces.

2.4.1.3 Fuels Management Flight (LGSF). The Fuels Flight consists of the following elements: Fuels Operations Element, Compliance and Environmental Element, and Fuels Information Service Center. The flight requisitions, receives, stocks, stores, issues, inspects, delivers, and accounts for aviation and ground fuels products and cryogenic fluids. Responsible for fuels training, mobility, quality, and laboratory analysis. Supports environmental compliance processes related to the safe handling and disposal of petroleum products.

2.4.1.4 Management and Systems Flight (LGSP). The Management and Systems Flight consists of the following elements: Quality Assurance, Equipment Management, Stock

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Control, Training, Computer Operations, and Funds Management. The flight provides procedural, system, and analytical support. Monitors the Air Force Stock Fund Operating Programs. Provides customer training, manages the squadron-training program, and is the OPR for inventory and document control. Provides Standard Base Supply System (SBSS) computer system support for host supply accounts and satellites. Manages equipment records and performs and monitors standard requisitioning processes.

2.4.2 Organizational Charts. See Attachment 2, *Current Organization Charts*.

2.4.3 Responsibilities of Essential Functions.

2.4.3.1 Commander and Staff (CC) (Partially under study)

- Responsible for an effective and efficient Base Supply operation. The Chief of Supply (COS) has command jurisdiction over all personnel assigned to the Supply Squadron.
- Supervises the Management and Systems, Combat Operations Support and Fuels Management Flights.
- Allocates available personnel, funds, physical facilities, equipment, etc., to the operating sections of the supply function.
- Ensures personnel within the Supply Squadron or Flight comply with the principles of supply discipline as outlined in AFI 23-111.
- Acts as the accountable officer according to AFI 23-111.
- Exercises administrative supervision over the base fuels account.
- Ensures internal flight visits, special subject inspections and analyses, self-inspections, and other management activities are accomplished.
- Ensures and validates the monthly Base Supply Management Report (M32/NGV808)
- Applies appropriate directives to ensure the efficient operation of the Supply Squadron/Flight and issues local operating instructions and/or supplements according to AFI 37-160
- Acts as the approving or certifying authority for inventory adjustments.
- Serves as the primary Supply Management Activity Group (SMAG) manager of the General Support Division, System Support Division, and Reparable Support Division of the SMAG.
- Serves as a member of, or technical adviser to, financial committees. Acts as a technical adviser to the Financial Management Board (FMB). Acts as a member of the Financial Working Group (FWG).
- Acts as the base-level Equipment Approval Authority (EAA) as described in AFMAN 23-110, Volume 4, Part 1, Chapter 7.
- Ensures all categories of War Reserve Material (WRM) managed by the Supply Squadron/Division are available, accurately reported, and maintained in a high state of readiness.

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- Maintains records of personnel assignments, promotions, promotion eligibility, leaves, passes, etc., for military personnel assigned to the Supply Squadron.
- Prepares, maintains, and distributes all required duty rosters.
- Performs administrative duties assigned by squadron commander. Performs squadron administrative duties, which include monitoring the OPR, the EPR, duty assignments, and AFSC changes. These duties also include taking necessary punitive actions as designated by the squadron commander according to AFI 38-101.

2.4.3.2 Combat Operations Support Flight (LGSC) (Under study)

2.4.3.2.1 Customer Service (LGSCD)

- Provides a single point for submission and preparation of supply requests, questions, and queries.
- Responsible for processing customer requests for supplies and non-accountable equipment.
- Researches and processes requests for new item record loads.
- Monitors reporting organization file and establishes new organization records.
- Maintains reports, listings, and publications necessary to assist customers with orders.
- Assists customers processing hazardous waste turn-ins and DRMO withdrawals.
- Issues Standard Asset Tracking System (SATS) smart cards to base customers.
- Verifies mission-limiting part requests with requesting organizations.
- Requisitions and monitors status of mission limiting and other high priority material requirements.
- Conducts weekly briefings with senior management.
- Processes priority shipments.
- Provides supply support to base activities during other than normal duty hours.
- Processes customer requests and in-checks, processes, and delivers incoming supplies to base customers.

2.4.3.2.2 Inspection (LGSCI)

- Ensures serviceability of stored assets.
- Determines the condition, security classification, and identification of items received, stored, issued, shipped, and transferred.
- Validates and processes identity and condition code changes.
- Processes organization refusals.
- Conducts a warehouse surveillance inspection program.

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- Inspects items assigned a shelf life code, War Consumables Distribution Objective (WCDO) program items, and items requiring demilitarization prior to transfer to disposal.
- Manages the following inspection programs: shelf life, functional check, time compliance technical order (TCTO), electrostatic discharge items, suspect items, and radioactive items.

2.4.3.2.3 Munitions Management (LGSCK)

- Provides munitions support to 81 TRW, 403d Wing, and AFOSI.
- Requisitions, receives, stores, issues, and maintains accountability of munitions stored at on-base and off-base locations.

2.4.3.2.4 Maintenance Support (LGSCM)

- Manages reparable processing on due-in-from maintenance (DIFM) assets.
- Establishes and operates supply points and bench stocks.
- Picks up and processes equipment and supply turn-ins.
- Monitors TCTOs and material deficiency reports.

2.4.3.2.5 Property Movement (LGSCR)

- Provides accurate and timely receipt and delivery of supplies and equipment.
- In-checks, processes, and delivers incoming shipments.
- Forwards assets to warehouse for storage or delivers to customer.
- Initiates discrepancy reports as required.
- Manages computer rejects.

2.4.3.2.6 Combat Storage (LGSCS)

- Provides proper care and storage of all in-warehouse supply and equipment items.
- Provides secure storage and handling for classified and sensitive items.
- Selects and moves items to be shipped, issued, or transferred.
- Initiates inputs to add, change, or delete warehouse locations on item records.
- Manages HAZMAT.
- Verifies and processes issue requests for hazardous material.
- Updates the EMIS to reflect issue or receipt of hazardous material.
- Maintains Mobility Readiness Spares Packages and WCDO Programs.

2.4.3.2.7 Mobility (LGSCX)

- Provides mobility bag support and weapons storage for wing and base personnel.

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- Manages mobility bags and small arms. This responsibility includes preparing, accounting, storing, reporting, and issuing bags and small arms.
- Stores, issues, ships, or transfers weapons and operates the small arm facility.

2.4.3.3 Fuels Management Flight (LGSF) (Under study)

2.4.3.3.1 Fuels Information Service Center (LGSFA)

- Performs Resource Control Center (RCC) support and laboratory functions.
- Reviews aircraft flying schedules and coordinates with the operations superintendent to ensure all mission requirements are met.
- Ensures resource controllers are familiar with the Defense Working Capital Fund (DWCF) principles and procedures set forth in DOD 4140.25M and AFMAN 23-110.
- Ensures all fuels support functions are accomplished.
- Ensures fuels laboratory technicians do not perform laboratory tests, work with chemicals, or use laboratory equipment unsupervised until they have received “hands-on” training and pass qualification training.
- Reviews laboratory reports to ensure fuel meets quality standards and to identify significant trend patterns.
- Recommends changes to improve product quality.
- Maintains minimum RCC facility standards.

2.4.3.3.1.1 Resource Control Center (LGSFA)

- Monitors fuels operations and maintains fuels accounts according to applicable directives.
- Monitors and displays aircraft generation status when required by unit mission.
- Acts as the single point of contact for the flight during other than normal duty hours.
- Establishes procedures to ensure transfer of pertinent information to each shift controller, operations supervisor, Fuels Information Service Center (FISC) supervisor, Fuels Management Team (FMT), and supporting agencies.
- Informs Liquid Fuels Maintenance (LFM) and/or Refueling Maintenance (RFM) when in-commission status for facilities or mobile equipment reaches the minimum level.
- Maintains the number and location of emergency power generators along with a list of fuels personnel certified to operate the generators.
- The RCC requires immediate contact with the Maintenance Operations Control Center (MOCC) and positive control over all fuels facilities and flight line operations.
- Maintains a standard base grid map with all fuel facilities marked or highlighted for easy identification, fuels alert recall roster, disaster/emergency checklists or operating instructions and an alternate parking plan to relocate fueling equipment.

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- Notifies all fuels personnel of weather warnings.
- Keeps spare keys for all locks used to secure fuels equipment, facilities, and refueler ignitions.
- Accounts for fuels, liquid oxygen, and liquid nitrogen.

2.4.3.3.1.2 Fuels Support (LGSFA)

- Establishes Fuels training objectives necessary to provide qualified personnel to perform their assigned duties.

2.4.3.3.1.3 Fuels Laboratory (LGSFA)

- Documents all fuel/cryogenic sampling and sample due dates in the Fuels Automated System (FAS).
- Administers the Caution Tag Program.
- Establishes sampling requirements and a laboratory correlation program.
- Immediately notifies the FMT and RCC of any suspected contaminated or off-specification fuel.
- Removes fuel stocks, equipment, and facilities from service, caution tags, and locks to prevent use.

2.4.3.3.2 Fuels Operation (LGSFO)

- Responsible for the distribution, storage of petroleum, and cryogenic functions in the fuels flight.
- Supervises all resources used in the receipt, storage, transfer, and issue of all fuel products.
- Reviews aircraft flying schedules for fuels support requirements and tailors work shifts accordingly.
- Provides proper security storage and operator maintenance of assigned equipment.
- Submits requests for facility and equipment changes.
- Reviews compliance evaluation reports and validates corrective actions.
- Reports all training requirements to the fuels training supervisor.
- Manages assigned vehicles.
- Establishes product rotation procedures for hydrant and bulk storage facilities.
- Regularly uses all tanks, transfer pipelines, pumps, meters, filter-separators, and fill-stands to help prevent deterioration of pumps, seals, and gaskets.
- Exercises alternate resupply/receipt mode capability on those modes that have not been used at least semiannually.

2.4.3.3.2.1 Fuels Distribution (LGSFD)

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- Performs expediter, hydrant refueling, mobile refueling, and preventive maintenance functions.
- Establishes an effective daily preventive maintenance program to ensure maximum serviceability of all fueling equipment and facilities.
- Coordinates with BCE and vehicle maintenance on scheduled maintenance and deficiencies.
- Reviews aircraft flying schedules to ensure adequate resources are available to perform fueling operations safely and efficiently.
- Reviews all fuels documents for accuracy and completeness daily, in coordination with the bulk storage supervisor.
- Spot-checks operator's preventive maintenance, flight line operations, and vehicle checkpoint procedures.
- Reviews inspection records for permanently installed hydrant facilities, AFTO Forms 39, *Inspection and Discrepancy Report*.
- Reviews AF Form 824 or automated equivalent daily and takes corrective action when necessary.

2.4.3.3.2 Storage (LGSFS)

- Performs bulk storage, service station, and cryogenics storage functions.
- Receives, stores, transfers, inventories, and documents storage transactions of bulk fuels, deicing fluids, methanol, anhydrous ammonia, liquid oxygen, liquid nitrogen, Liquefied Petroleum Gas (LPG), Compressed Natural Gas (CNG) and other Fuels Account products.
- Takes visual samples during receipts.
- Performs inspections and organizational maintenance on all bulk storage facilities and equipment.
- Coordinates with BCE on scheduled maintenance and tank cleaning.
- Transfers fuel between bulk storage and hydrants.
- Takes inventories according to AFMAN 23-110, Volume I, Part Three, Chapter 1 and DOD 4140.25M.
- Maintains a service station to provide automotive gasoline and diesel fuel or alternative fuels for all authorized vehicles and equipment.
- Cryogenics receives, stores, transfers, inventories, and documents transactions of liquid oxygen and liquid nitrogen.

2.4.3.3.3 Compliance and Environmental (LGSFQ)

- Manages the inspection function and the environmental program.
- Evaluates management effectiveness, administrative/LAN procedures, FISC accounting procedures, operator performance, ground safety and fire prevention,

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environmental compliance, corrosion control, care of equipment and facilities, training, procedures for product quality and performing internal evaluations.

- Evaluates each element, except its own function, at least once each six months.
- Revisits after 30 but within 45 days to check each negative indicator found during the semiannual evaluation.
- Performs at least ten no-notice spot checks each week.
- Conducts spot checks during exercises and contingencies.
- Prepares and routes the AF Form 2419, *Routing and Review of Quality Control reports* and/or AF Form 2420, *Quality Control Inspection Summary* or computer product to the applicable element supervisor and chain of command to include the COS.
- Ensures all FMT fuel tanks are equipped with high-level alarms and/or automatic high-level shut-off valves.
- Coordinates BCEs to establish safe fill levels for all FMT storage tanks.
- Provides secondary containment that is impermeable to petroleum products at all loading and unloading facilities and for all aboveground tanks larger than 660 gallons.
- Coordinates with the base environmental manager to sample and properly dispose of fuel tank dike drainage and tank bottom water.
- Coordinates local procedures for the proper operation, inspection and maintenance of oil/water separators with CE.
- Develops local operating procedures for collection, segregation, storage, and disposition of waste and reusable bulk petroleum products.
- Ensures fuels personnel understand responsibilities as outlined in AFI 32-4002, the base Spill Prevention Countermeasures and Contingency (SPCC) Plan, and the base's hazardous material emergency planning and response plan (HAZMAT plan) which addresses federal, state, and local spill prevention and response requirements.
- Notifies the base environmental manager of any changes in fuels operations that may require an amendment to the HAZMAT plan.
- Ensures adequate spill prevention and clean-up materials are readily available.

2.4.3.4 Management and Systems Flight (LGSP) (Partially under study)

2.4.3.4.1 Computer Operations (LGSPC)

- Provides SBSS support for host supply accounts and satellites.
- Responsible for the operation of the Unisys 1100 Operating System.
- Establishes operating schedules and maintains standards established by Air Force directives to control and operate automated data processing equipment (ADPE).
- Coordinates schedules with satellite accounts.

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- Prepares a schedule for processing reports and listings.
- Approves/disapproves AF Form 2011, *Base Supply Special Work Request*.
- Monitors the accuracy and completeness of products and reports.
- Works with the SBSS systems monitor and the Chief of Data Processing to ensure broken hardware and communications equipment are repaired quickly.
- Performs operator maintenance.
- Ensures adequate stocks of supplies and forms are available for COS operations.
- Reviews the Fail Safe Listing (NGV027), Data Management Utility (DMU) Database Verify Listing, and DMU Set Verify Listing.
- Corrects errors.
- Checks the Remote Processing Stations (RPS)/RJETS-II teleprinter output printouts daily to ensure the following are properly and successfully completed: initialization, requisition date changes, re-leveling, reject and management notices, inline/end-of-day restarts, end-of-night processing, and recoveries.
- Ensures the computer support required to accomplish the supply mission is scheduled.
- Oversees all database recoveries.
- Establishes priorities for system processing.
- Ensures computer runs are set up properly and operators receive advance documentation about new software before it is loaded.
- Reviews the Supply Interface System (SIFS) Inbound Residue Listing for any actions taken to resolve any unprocessed images still in the SIFS residue file.
- Serves as the focal point for all problems with software releases.
- Ensures documentation and reports are completed prior to distribution and all auditable documents output from the RPS are controlled.

2.4.3.4.2 Equipment Management (LGSPE)

- Manages all equipment and Special Purpose Recoverable Authorized Maintenance (SPRAM) accounts.
- Serves as the base Equipment Review and Authorization Activity (ERAA) in the review and evaluation of equipment allowance and authorization requests.
- Reviews allowances for adequacy.
- Ensures equipment authorizations are maintained within current allowances.
- Processes all incoming AF Forms 601, *Equipment Action Request*.
- Maintains a control register and suspense file for all AF Form 601, *Equipment Action Request* actions.

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- Refers allowance and authorization minimum level requests to the appropriate equipment review and authorization technical adviser.
- Prepares allowance and authorization change requests.
- Reviews allowance change notices.
- Validates equipment authorizations against allowance change notices.
- Reviews recommended changes identified during an allowance standard review.
- Evaluates allowance change requests.
- Maintains the Equipment Out-of-Balance Listing, the Allowance Source Code (ASC) listing, a file of all ASCs applicable to each custody receipt account supported, and a signed custody receipt account file.
- Assists the EAA in determining wartime additive mission equipment requirements that can be filled by joint use equipment.
- Helps custodians on matters related to their account.
- Monitors the WRM and mobility requirements, reporting, logistical support agreements, and forecasted equipment changes.
- Ensures all mobility equipment authorizations are on hand, on order, or included in an appropriate budget document.
- Monitors the reporting of equipment transactions and overlays to the Air Force Equipment Management System (AFEMS) (C001) and the correction of errors and other products returned from AFEMS to base supply.
- Ensures automated transactions received from the AFEMS are processed.
- Corrects errors identified by the AFEMS as rejects/variances.
- Processes equipment transactions required to maintain base information in AFEMS.
- Assigns authorized/in-use detail document numbers.
- Processes outgoing clearances for equipment custodians.

2.4.3.4.2.1 Individual Equipment Unit (LGSPER)

- Operates centralized on-base issue, storage, and turn-in points for individual equipment items.
- Stores and issues special clothing, field equipment, sized items of personal and survival equipment after the aircrew survival and protective equipment function fits the individual.
- Processes individual clothing and equipment for cleaning, repair, or disposal, as appropriate.
- Processes outgoing clearances.

2.4.3.4.3 Funds Management (LGSPF) (Not Under Study)

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- Monitors the Stock Fund Operating Programs, the General Support Division (GSD) and the Material Support Division (MSD).
- Coordinates and manages the GSD and monitor the MSD divisions of the SMAG for host and satellite accounts.
- Develops SMAG operating programs for submission to the MAJCOM.
- Prepares the required monthly/quarterly General Support Operating Program (GSOP) analysis reports.
- Compiles historical data for trend analysis of the SMAG operation and develops and maintains briefing charts as required.
- Analyzes applicable supply reports and financial data.
- Works with lateral internal supply activities to solve problems causing adverse trends.
- Prepares and manages the operating budget and COS cost centers.
- Monitors the funds provided to base-level activities to purchase investment equipment.
- Monitors high value due-ins, obligated due-outs, sales and obligation and factoring.
- Monitors the free issue and credit turn-ins.
- Maintains surveillance on the impact of adjusted stock levels on the SMAG program.
- With Stock Control's assistance, recommends approval or disapproval of all SMAG adjusted stock level requests.
- Monitors the impact of program-generated non-reimbursable issues on the SMAG operating program.
- Coordinates SMAG operating programs with the base level authority.
- Monitors the availability of funds.
- Ensures adequate funds are loaded to maintain day-to-day mission support sales.

2.4.3.4.4 Quality Assurance (LGSPQ)

- Ensures integrity of the base supply account.
- Oversees SBSS functions according to documented policies and procedures.
- Resolves problems affecting supply functions.
- Conducts surveillance visits at least once a year.
- Develops, coordinates, and submits for publication supplementary directives to supply regulations and instructions.
- Prepares supply portion of joint tenancy agreements.
- Maintains a file of all active joint tenancy agreements that require supply/support action.

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- Resolves problems affecting satellites, separate accounts, and interface activities.

2.4.3.4.4.1 Document Control (LGSPD)

- Provides quality control of accountable documents and listings.
- Maintains document and report files to support accountability.
- Maintains a suspense file to ensure supply personnel process all documents promptly.
- Maintains letters of authorization for customers to receive property.
- Maintains Records Forced Altered (FIX) output documentation.
- Initiates reverse-post action when documentation errors are involved.
- Manages the delinquent document program.
- Processes shipment suspense images.

2.4.3.4.4.2 Customer Liaison Office (LGSPQ)

- Provides customer assistance and has the responsibility for receiving and resolving customer problems and complaints.
- Helps a customer determine the exact nature of their problem and directs them to the proper element for help/resolution.
- Records each complaint or problem and ensures it is properly investigated and resolved.
- Informs management about major or recurring problems.
- Publicizes agency as primary contact for supply-related problems or complaints.
- Performs monthly analysis of customer complaints.
- Serves as the zero overpricing monitor and primary point of contact for suspected price discrepancies.
- Properly adjusts accounting records after significant pricing or price change errors have been identified.
- Maintains all price discrepancies, inquiries, and challenges processed for 12 months.
- Provides customers with current status of due-ins and due-outs.
- Conducts customer site visits.

2.4.3.4.4.3 Information Management (LGSPQA)

- Maintains correspondence files and suspense systems.
- Serves as single point of control for acquisition and distribution of administrative publications and blank forms.
- Responsible for incoming and outgoing correspondence to or from flights.
- Controls classified documents.

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- Maintains duplicating capability, correspondence files, suspense system, current file of pertinent regulations and manuals, and a limited stock of blank forms.
- Reviews publications within all supply functions.
- Monitors the publications management system, the Air Force Suggestion Program, and manually prepared reports for the COS.
- Acts as coordinator between supply and the local communications center for SBSS logistics data traffic.
- Arranges for direct pickup and delivery of such traffic when necessary.

2.4.3.4.5 Stock Control (LGSPS)

- Monitors standard requisitioning processes under the Uniform Materiel Movement and Issue Priority System (UMMIPS).
- Provides general and administrative inventory and customer support for supply and equipment requirements.
- Responsible for management of adjusted stock levels.
- Monitors excess material.
- Reviews equipment in stock that is not in use at least quarterly.
- Reviews computer prepared notifications of excess exception code assignment and takes necessary action.
- Manages the Initial Spares Support List (ISSL)/New Activation Spares Support List (NASSL) program, the mission change program, the supply difficulty program, and Military Standard Transportation and Movement Procedures (MILSTAMP) tracer program.
- Processes directed and non-directed shipments.
- Responds to shipment follow-ups.
- Monitors the daily Recoverable Assembly Management Process System (RAMPS) Report.
- Maintains the Fund Requirement File (FRC).
- Reviews unserviceable assets and determines the need for contract maintenance.
- Reviews and works cause code and problem item management programs.
- Processes status rejects and requisition cancellations.
- Initiates inputs to add or delete applicable requisition exception and issue exception codes.
- Reviews SBSS-prepared notifications of requisitions and takes necessary action.
- Processes offline requisitions.

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- Initiates follow-up actions, when required, including awaiting parts (AWP) requisitions.
- Maintains a consolidated suspense file for Reports of Discrepancy (ROD)/Supply Discrepancy Reports (SDR) and performs follow-up and processing actions.
- Conducts material obligation validation reconciliation.
- Monitors priority due-ins and due-outs.
- Prepares and processes inputs to modify or cancel due-outs.

2.4.3.4.6 Training (LGSPT)

- Provides and schedules supply related training to base personnel.
- Monitors OJT for supply personnel.
- Responsible for base-level supply customer training consisting of Block I General Supply Indoctrination, Block IIA Bench Stock Management, Block IIB Repair Cycle Management, and Block III Equipment Management.
- Prepares and maintains lesson plans.
- Notifies organization of the training schedule and maintains attendance records.
- Conducts follow-on training as required.
- Schedules and monitors qualification training.
- Manages the squadron ancillary training program.
- Conducts organization visits to units where supply personnel are assigned to determine if training is required.
- Provides training to supply personnel who are assigned to materiel control and other agencies outside the supply complex.
- Establishes and maintains a WAPS study reference library.

2.4.4 Unit Manpower Document (UMD). See Attachment 3, *Unit Manpower Document*.

2.4.5 Technology Utilized. The Supply Squadron utilizes the following computer systems to conduct daily operations: SBSS, SATS, Mission Capable Asset Sourcing System (MASS), Contingency Processing System (CPS), AFEMS, Mobility Inventory Control and Accounting System (MICAS), Automated Stock Number User Directory (ASNUD), Transaction History User Directory (THUD), FAS, Fuels Automated System-Enterprise (FAS-E), EMIS, Defense Fuels Automated Management System (DFAMS), Automated Data Collection/Fuel Dispensing System (ADC/FDS), Combat Ammunition System-Base (CAS-B), Combat Ammunition System-Deployable (CAS-D), and CEMAS.

2.4.6 Workload Information. Workload in the Supply Squadron is largely driven by customer requirements, deployments, and contingencies. During exercises and actual deployments, the workload in the Mobility Element, Munitions Element, and Equipment

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Management Element will increase to support movement of mobility equipment, small arms, and munitions. Workload increases can be expected in the Individual Equipment Element and Mobility Element to support unscheduled and short notice deployments. Combat Operations Support Flight and Management and Systems Flight see increases in their workload associated with end-of-year close-out.

2.4.7 Personnel Analysis⁴. Total current funded authorizations for the 81st Supply Squadron are 125, representing a mixture of military and civilian personnel, of which 123 are included under this study. The source of the authorized count was the UMD (Attachment 3), FQ 02/03 dated 6 Jun 02, released under GSA FedBizOpps, posting 3 01 dated 22 Aug 02, and includes authorizations with a MES code “R,” which indicates the authorization is under a cost comparison study.

Attachment 4, *Current Personnel Analysis* summarizes, by unit and OSC, UMD authorizations, UMD authorizations under study, military and civilians currently assigned, and military/civilian grades authorized for those authorizations under study. The source documents for the Attachment 4, *Current Personnel Analysis* include the aforementioned UMD, the listing of all civilians under study released under GSA FedBizOpps posting 10 01 dated 9 Oct 02 as clarified by posting 11 01 dated 11 Oct 02, the GSA FedBizOpps listing of civilian personnel assigned released under posting 11 01 dated 11 Oct 02 as clarified by posting 13 01 dated 5 Nov 02, and the listing of (assigned) military positions released under GSA FedBizOpps posting 15 01 dated 8 Nov 02.

2.4.8 Equipment Analysis. Equipment primarily consist of desks, chairs, filing cabinets, book cases, desktop computers and associated peripherals, network servers, various materials handling equipment, lab sampling equipment, vacuum pump, purging unit, and pumping mobility unit.

2.4.9 Facilities Analysis. Supply currently utilizes work space/office space as shown in the table below.

Workcenter	Building Number	Room Number
Commander and Staff	4002	107
Combat Operations Flight – Maintenance Support	4002	WHSE
Combat Operations Flight – Property Movement	4002	WHSE
Combat Operations Flight – Combat Storage	4002	WHSE
Combat Operations Flight – Customer Service	4002	28 & 29

⁴ GSA FedBizOpps posting dated 17 Jul 03 subsequently released a revised UMD current as of 20 Mar 03 which changed the LGS baseline authorizations under study from 123 to 120. GSA FedBizOpps posting dated 28 Aug 03 which provided a report of positions under study indicated that the LGS total authorizations under study remained at 120 as subsequently confirmed in GSA FedBizOpps posting dated 12 Sep 03 which released an updated UMD current as of 4 Sep 03. Given that corresponding information necessary to reconcile the authorized civilian grades and number of military and civilians actually assigned were not updated and publicly posted, the detailed baseline data identified in this Paragraph 2.4.7 served as the MEO baseline.

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Workcenter	Building Number	Room Number
Combat Operations Flight – Inspections	4002	WHSE
Combat Operations Flight – Munitions Management	6703	
Combat Operations Flight – Mobility	4002	WHSE
Fuels Management Flight – Fuels Operations	4410	
Fuels Management Flight – Compliance and Environmental	4410	
Fuels Management Flight – Fuels Information Service Center	4410	
Management/Systems Flight – Quality Assurance	4002	125B
Management/Systems Flight – Equipment Management	4002	125A
Management/Systems Flight – Stock Control	4002	124A
Management/Systems Flight – Training	4002	109
Management/Systems Flight – Computer Operations	4002	111B
Management/Systems Flight – Funds	4002	112

2.5 81ST SERVICES DIVISION (CC)

2.5.1 Mission Statements. The 81st Services Division provides for the lodging, feeding and off-duty recreational needs of Keesler's military family, with diversified and constantly expanding programs. The division operates the club system, Half Time Café, 18-hole golf course (complete with driving range, pro shop, and snack bar, four swimming pools, outdoor recreation complex (includes a 110 slip marina, marine fuel operations, and two dry storage facilities), and a 40-site Family Camp (FAMCAMP). In addition, the division runs auto, wood, and ceramics hobby shops; frame, trophy and engraving shops; recreation centers; the ticket and tour office; veterinary clinic; base sports and athletic programs; base library; bowling center; youth activities (affiliated with Boys and Girls Clubs of America) including before and after school care and summer/holiday camps; child development center, including part day pre-school and family child care programs; and the 24/7 Market. The division also operates the Inns of Keesler, which includes family guest housing and transient living quarters for more than 80,000 visiting officers and enlisted people from all branches of the U.S. armed forces and many allied nations. The division boasts the second largest food service program in the Air Force, encompassing five dining facilities, a central bakery and central preparation facility. The Mortuary Affairs Office provides mortuary support to all active duty Air Force personnel and their family members, whose deaths occur within Keesler's geographical area of responsibility and to Air Force retirees who die as inpatients in the Keesler Medical Center. The office maintains an elite honor guard for military funeral honors, retreats, and other formal functions. The Division also trains Keesler members in

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search and recovery and recalls the search and recovery team for real-world emergencies when directed. In support of these operations, the Division has a Marketing section, a Human Resource Flight, and a Resource Management Flight.

2.5.1.1 Division Chief and Staff (SV) (Not under study). The mission of the Division Chief and staff is to provide overall command and control of over 800 employees serving a customer base of some 40,000 authorized patrons within some 84 separate facilities with an annual NAF annual gross income of \$11.8M. An additional \$8.5M in APF funds was allocated to the Division in FY01.

2.5.1.2 Business Operations Flight (SVB) (Not under study). Provides food, beverage, and entertainment programs through club operations, bowling activities, and golf facilities, as well as retail operations and special interest clubs, such as aero clubs, rod and gun clubs, etc.

2.5.1.3 Resource Management Flight (SVF) (Not under study). Provides appropriated and non-appropriated fund financial advice to Services managers and computer support to Services personnel. Maintains appropriated fund equipment control and accountability for Services. Provides oversight to private organizations (Boy Scouts, Girl Scouts, Squadron Morale Booster Clubs, Thrift Store) on base.

2.5.1.4 Human Resources Flight (SVH) (Not under study). Provides non-appropriated fund personnel management and squadron-wide education and training.

2.5.1.5 Marketing Flight (SVK) (Partially under study). Supports division activities by providing professional and cost effective marketing guidance and assistance.

2.5.1.6 Combat Support Flight (SVM) (Partially under study). Provides readiness planning, mortuary services, base honor guard, transient lodging, and food service operations. Provides fitness activities, library information programs, and linen and laundry support to all authorized personnel.

2.5.1.7 Community Support Flight (SVR) (Partially under study). Provides recreational activities such as skills development, outdoor recreation activities, and recreation equipment checkout to authorized personnel. (Flight Chief is under study)

2.5.1.8 Family Member Programs Flight (SVY) (Not under study). Provides child development and youth programs on base. Provides family member support programs through Community Centers to all authorized personnel.

2.5.2 Organizational Charts. See Attachment 2, *Current Organization Charts*.

2.5.3 Responsibilities of Essential Functions.

2.5.3.1 Business Operations Flight (SVB) (Not under study)

2.5.3.1.1 Bowling Center (SVBB)

- Manages and operates a 24 lane bowling center complete with a large Snack Bar operation and a small Pro Shop.

2.5.3.1.2 24/7 Market (SVBE)

- Manages and operates a small resale 24/7 convenience store outlet located within a base lodging facility.

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2.5.3.1.3 Golf Course (SVBG)

- Manages and operates the Bay Breeze Golf Course (consists of an 18 hole course complete with driving range, practice putting greens, a large snack bar operation and mid side Pro Shop operation).

2.5.3.1.4 Keesler Club (SVBM)

- Manages and operates a consolidated operation supporting both Officer and Enlisted membership within one facility, with approximately 2,800 members. The Club offers central dining and catering facilities and separate lounge facilities for Officers and Enlisted personnel. The enlisted lounge is located within the Keesler Community Center.

2.5.3.1.5 Half Time Café (SVBW)

- Manages and operates a sports bar type operations that caters to the student population of the Training Wing. Although it features itself as a “Sports Bar,” alcohol sales are limited due to student restrictions.

2.5.3.1.6 Veterinary Clinic (SVBV)

- Serves the veterinary needs of the military community and offers all standard veterinary services.

2.5.3.2 Resource Management Flight (SVF) (Not under study)

- Provides normal and standard accounting services for each activity within the Division.

2.5.3.2.1 Logistics (SVFL)

- Serves as the property custodian and vehicle control officer for the Division. Maintains oversight responsibility for all inventories for both real property and resale inventories.

2.5.3.2.2 Contracting/Purchasing (SVFR)

- Serves as the purchasing agent and contract officer for all NAF goods and services purchased within the Division.

2.5.3.2.2.1 Budget

- Provides budget support, to include monthly income and expense statements, for all activities within the Division.

2.5.3.2.2.2 Banking

- Serves as a central banking depository and funds deposit accounting for all activities within the Division.

2.5.3.2.2.3 Non-Appropriated Fund, Appropriated Funds

- Administers NAF and APF budgets, Travel Cards, and Government Purchase Cards Programs.

2.5.3.2.2.4 Club Card

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- Serves as the functional unit for the administration of the Air Force Club Card program for Keesler AFB.

2.5.3.2.3 Data Automation (SVFS)

- Serves as the system administrator for all (NAF and APF) data automation operations within the Division, e.g., cash registers, computer systems, etc.

2.5.3.3 Human Resources Flight (SVH) (Not under study)

2.5.3.3.1 Training

- Serves as the training administrator for both APF and NAF employees training programs.
- Plans, develops, and conducts all in house training requirements.
- Monitors, schedules, and prepares orders in support of Air Force directed training requirements.

2.5.3.3.2 Separations, Awards, and Workmen's Compensation

- Serves as program administrator for all NAF employee separations, award programs, and workmen compensation actions.

2.5.3.3.3 Benefits, Classification, Career Program

- Serves as program administrator for all NAF personnel actions in the way of benefits, position classification, and career program actions.

2.5.3.3.4 Personnel Action

- Serves as the recruitment agency, in/out processing unit and general record keeper for all NAF personnel actions (hire, fire, and maintain).

2.5.3.4 Marketing Flight (SVK) (Partially under study)

2.5.3.4.1 Publicist

- Provides marketing support to all Services activities by working directly with the activity managers for the development, planning, scheduling, and marketing programs to maximize patron participation and sales.
- Prepares and submits local, HQ AETC, and Air Force mandated programs/reports.
- Gathers, compiles, and disseminates printed information on all Services events and programs.
- Publishes a monthly professional magazine (The Happenings) promoting all Services programs and events.

2.5.3.4.2 Graphics Illustrator

- Prepares articles and materials and conducts briefings, tours, and orientations to promote Services events and programs.
- Maintains the Services web site.

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- Writes and edits articles for the Keesler News, Happenings Magazine, and other media inputs.
- Takes photos to support these articles.

2.5.3.4.3 Sponsorship Coordinator (Not under study)

- Works with activity managers to provide information and assistance in developing effective promotions for their programs and activities.
- Solicits and secures commercial sponsorship in terms of actual dollars or materials from local merchants in support of Services programs/events.

2.5.3.5 Combat Support Flight (SVM) (Partially under study)

2.5.3.5.1 Food Services (SVMF) (Not under study)

- Serves as the program administrator and provides functional operation units for the second largest food/dining operation in the Air Force, serving over 2 million meals annually within five separate dining facilities. Units also include a central bakery and central preparation facility.

2.5.3.5.2 Library (SVMG) (Under study)

- Serves the needs of the military community, including retirees, veterans, base DoD, and NAF employees and dependents.
- Provides the information needed for the managerial and corporate aspects of Air Force decision-making, meets the recreational needs of the community, and provides students with information for their educational endeavors.
- Develops, plans, and conducts a complete library service program for Keesler and the extended community.
- Provides technical manuals and other supporting requirements for the off duty educational pursuits of the community.
- Provides books, programs, and services that directly support the mission accomplishments of base organizations.
- Provides outreach library support for other area military installations, i.e. the Naval Construction Center in Gulfport, Naval Center in Pascagoula, and Camp Shelby.

2.5.3.5.3 Lodging Support (SVML) (Partially under study)

- Serves as the program administrator for the Inns of Keesler, which include family guest housing and transient living quarters for more than 80,000 visitors per year.

2.5.3.5.3.1 Reservations (SVML) (Not under study)

- Maintains central functional units for reservations and check-in/out processing and serves as the service representative for all guests.

2.5.3.5.3.2 Accounting (SVMLA) (Not under study)

- Serves as the functional accounting unit for all guests.

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2.5.3.5.3.3 Housekeeping (SVMLH) (Not under study)

- Serves as the functional unit for the daily cleaning and care of over 600,000 bed nights per year.

2.5.3.5.3.4 Linen Exchange (SVMLL) (Under study)

- Provides services for the Training Wing Dorms and Honor Guard dry cleaning services and has oversight responsibilities for linen exchange and dry cleaning contracts. This includes collecting and exchanging dorm linen on a daily basis for approximately 3,700 rooms.
- Collects, exchanges, reissues, and sends out dry cleaning for approximately 120 uniforms for Keesler's Honor Guard personnel.
- Collects, exchanges, re-issues, and sends out white uniforms for those personnel working as meat cutters in the base commissary.
- Supports seven other tenant organizations, to include all of Keesler's organizations by cleaning, sending out to be cleaned, collecting, and reissuing sleeping bags, parkas, and other cold weather gear.
- Collects, sends out, and reissues shop rags for several base agencies. Serves as the Quality Assurance Evaluator (QAE) for an \$80,000 dry cleaning contract and a \$200,000 laundry contract. Also prepares requirements and submits purchase requests through the lodging manager as contracts need to be renewed or revised.

2.5.3.5.3.5 Maintenance (SVMLW) (Not under study)

- Cuts and maintains control of keys for 18 lodging buildings.
- Maintains, troubleshoots, and repairs computerized equipment associated with keyless lock systems.
- Hangs pictures and wall ornaments.
- Repairs and replaces blinds, draperies, curtain rods, and rod holders.
- Assembles furniture.
- Replaces broken ceiling tiles.
- Performs minor maintenance and repairs on small appliances.
- Changes light bulbs.
- Performs minor repairs and maintenance on broken furniture, bed frames, and bedsprings.

2.5.3.5.4 Fitness (SVMP) (Under study)

2.5.3.5.4.1 Fitness Manager

- Provides facilities, equipment, and programs that enhance the mental and physical well-being of military members, base civilian workforce, retirees, and their dependents, while contributing to the combat readiness of military personnel.

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- Develops, plans, schedules, and executes base fitness and sports programs, to include intramural, varsity, and extramural programs.
- Directs for the care, maintenance, and scheduled replacement of all fitness facilities and equipment, to include three fitness centers, three softball fields, 14 tennis courts, two walking/running tracks, and four outdoor basketball courts.
- Develops a comprehensive personal fitness program that caters to the needs and desires of the military member, their dependents, and those authorized to use these facilities. These programs include personal fitness assessments, tailored personal fitness plans for strength and aerobic conditioning, and weight loss programs.
- Develops, plans, schedules, and conducts Special Events programs within the Wing, to include at least a minimum of one special event a month.
- Oversees two NAF food vendors' contracts.

2.5.3.5.4.2 Dragon, Blake, and Triangle Fitness Centers. (Under study)

- Provides sports and fitness programs to personnel to enhance their physical and mental well-being. Personnel include military, retirees, civilians, dependents, and all others that are authorized to use these facilities.
- Manages and maintains Fitness Centers and outdoor sport fields/areas.
- Provides overall management of all personnel assigned to the flight.
- Monitors the cleanliness, operability, maintenance, replacement, and overall care of all these facilities and their equipment.
- Develops, plans, and executes a comprehensive fitness/sports program, to include varsity, intramural, and extramural programs.
- Ensures military personnel are progressing in all aspects of their on-the-job training programs.
- Oversees contracts for Sports Officials for all base programs, to include youth sports.
- Manages and provides oversight to aerobic contract instructors conducting at least twenty classes per week. This includes resource protection of all monies collected for these classes.
- Provides oversight responsibility to ensure pre-game preparation for all sporting events to include youth sports.
- Provides fitness testing, evaluation, and trains monitors for participation in the Air Force Physical Fitness Test program.

2.5.3.5.5 Plans and Readiness (SVMX) (Not under study).

- Trains Search and Recovery Team personnel on their duties in the event of an aircraft or other major accident causing the death of Air Force personnel in war or peacetime environments.
- Provides a wide range of training to operate Services facilities at forward operating bases, to handle real-world contingencies and natural disasters.

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- Develops all division plans and contingency operating instructions.
- Supervises and manages the Unit Control Center, the Divisions Self Inspection Program Monitor, Divisions Telephone Control Officer, and Unit Deployment Manager.

2.5.3.5.5.1 Mortuary Affairs (SVMM) (Not under study)

- Provides logistics for the recovery, identification, care, and disposition of remains of certain deceased personnel and assists the next of kin during this process.
- Provides for shipping or delivery of the remains to a place designated by the next of kin or to the proper authority.
- Trains, monitors, and supervises the actions of the Summary Court Officer, Escorts, and Family Liaison Officer for each mortuary case. This includes providing information up and down the chain of command.

2.5.3.5.5.2 Honor Guard (SVMMG) (Not under study)

- Trains, supervises, schedules, and manages the base Honor Guard Program to provide military honors for deceased military (active duty, retirees, and veterans), parades, and for official ceremonies in which the Honor Guard services are needed.
- Manages an area of responsibility for Honor Guard requirements that includes 68 counties in South Mississippi and Louisiana, covering 48,000 square miles.

2.5.3.6 Community Support Flight (SVR) (Partially under study)

2.5.3.6.1 Information, Tickets and Tours (SVRI) (Not under study)

- Serves as program administrator and functional unit for a general ticket and tour operation that includes leisure airline travel, cruise line sales, and general sales of all amusements parks and attractions within a four state area.

2.5.3.6.2 Outdoor Recreation (SVRO) (Not under study)

- Manages and maintains a large outdoor recreation program that includes a central outdoor recreation complex, a 40 site RV camp, two storage facilities, and a 110 slip marina, complete with fuel capabilities. The central complex includes a general service facility for outdoor facility reservations, equipment issues/rental, a general resale outlet, and a ten-acre park with six pavilions and restroom facilities.
- Operates four swimming pools to include a large swim class program for all ages.

2.5.3.6.3 Skills Development (SVRS) (Not under study)

- Serves as program administrator for an active and complete array of hobby craft centers to include ceramics, wood, auto, picture framing, and general hobbies.
- Operates a resale trophy and engraving shop as well as a large picture framing operation. Provides a complete array of classes for all hobby centers. This program was selected best in Air Force for FY 2001.

2.5.3.7 Family Member Support Flight (SVY) (Partially under study)

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2.5.3.7.1 Child Development Center (SVYC) (Not under study)

- Serves as functional unit for daily child care services for some 264 children per day. Ages range from infants to preschoolers.

2.5.3.7.2 Family Child Care (SVYD) (Not under study)

- Serves as program administrator for 31 Family Child Care homes caring for about 160 children per day. Ensures homes meet all state and Air Force requirements related to health, safety, and certification requirements. Provides training to all home care givers.

2.5.3.7.3 Keesler Community Center (SVYR) (Under study)

- Provides a complete array of leisure and social activities in support of military members, retirees, their dependents, and personnel authorized to use this facility.
- Supports mission requirements in the way of facility support for official functions (e.g., commander's calls, awards ceremonies, etc.), and other Services events and programs.
- Administers, plans, organizes, develops, and supervises a diverse and comprehensive recreation program for a large recreation complex (two centers), consisting of approximately 58,000 square feet.
- Coordinates with base organizations to ensure special interests and needs are met for their events.
- Directs and coordinates the use of indoor and outdoor facilities to include ballrooms, conference rooms, leisure and instructional classrooms, game rooms, theater, patios, and, occasionally, a downtown facility.
- Ensures weekly inspections are conducted on all facilities and equipment.
- Interviews, selects, and trains volunteers with the appropriate skills for this activity.
- Serves as the QAE for the Cyber Net Facility, Coast Liner, Barbershop, and Niteflike entertainment contracts.

2.5.3.7.4 Youth Programs (SVYY) (Not under study)

- Serves as program administrator and functional unit for a large youth program that serves over 1,450 registered participants per year.
- Operates a before and after school and summer day camp program for over 120 school age children. Program is affiliated with the Boys and Girls Clubs of America.

2.5.4 Unit Manpower Document (UMD). See Attachment 3, *Unit Manpower Document*.

2.5.5 Technology Utilized. Though primarily a customer driven environment at the unit level, all units have been automated to some extent as to registration of patrons and collection of funds as well as with the day-to-day paperwork requirements. However, an overall assessment of the electronic capabilities and use of latest technology is substandard for many units. Technology utilized is, for the most part, limited to personal

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PCs and electronic cash register systems. Not all units are connected to the base LAN, although most have e-mail and Internet capability to gather and disseminate information.

2.5.6 Workload Information. Workload is primary driven by customer participation and requirements. Workload is, for the most part, steady throughout the year with some seasonal peaks in some activities, e.g., outdoor recreation, golf, bowling, etc.

2.5.7 Personnel Analysis⁵. Total current appropriated fund authorizations for the 81st Services Division are 106 (excludes six authorizations reflected for the 81st Support Group Commander and one authorization for the Correctional Custody Unit), representing a mixture of military and civilian personnel, of which 41 are included under this study. The source of the authorized count was the UMD (Attachment 3), FQ 02/03 dated 6 Jun 02, released under GSA FedBizOpps, posting 3 01 dated 22 Aug 02, and includes authorizations with a MES code "R" which indicates the authorization is under a cost comparison study. Not reflected in the UMD, but included in the study, are 22 non-appropriated fund (NAF) positions, ten of which are vacant. In addition, the UMD reflects (by use of a "PAB4" code for CME authorizations) that contract services for laundry and dry cleaning are also under study.

Attachment 4, *Current Personnel Analysis* summarizes, by Unit and OSC, UMD authorizations, UMD authorizations under study, military and civilians currently assigned, and military/civilian grades authorized for those authorizations under study. The source documents for the Attachment 4, *Current Personnel Analysis* includes the aforementioned UMD, the listing of all civilians under study released under GSA FedBizOpps posting 10 01 dated 9 Oct 02 as clarified by posting 11 01 dated 11 Oct 02, the GSA FedBizOpps listing of civilian personnel assigned released under posting 11 01 dated 11 Oct 02 as clarified by posting 13 01 dated 5 Nov 02, the GSA FedBizOpps non-appropriated fund position control register released under posting 14 01 dated 5 Nov 02, and the listing of (assigned) military positions released under GSA FedBizOpps posting 15 01 dated 8 Nov 02.

2.5.8 Equipment Analysis. Present equipment status within each functional unit is in line for normal operation, e.g., kitchen equipment within the clubs and snack bar operations, recreational fitness equipment within the fitness centers, etc. An overall assessment of equipment within the various facilities is good to excellent.

2.5.9 Facilities Analysis. The Services Division currently utilizes work space/office space as shown in the table below.

Workcenter	Building Number	Room Number
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⁵ GSA FedBizOpps posting dated 17 Jul 03 subsequently released a revised UMD current as of 20 Mar 03 which changed the Services appropriated fund baseline authorizations under study from 41 to 40. GSA FedBizOpps posting dated 28 Aug 03 which provided a report of positions under study identified that the Services authorizations under study remained at 40 as subsequently confirmed in GSA FedBizOpps posting dated 12 Sep 03 which released an updated UMD current as of 4 Sep 03. Given that the corresponding information necessary to reconcile the authorized civilian grades and number of military and civilians actually assigned were not updated and publicly posted, the detailed baseline data identified in this Paragraph 2.5.7 served as the MEO baseline.

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Workcenter	Building Number	Room Number
Division Chief and Staff	3101	5401
Business Operations Flight – Bowling Center	1203	N/A
Business Operations Flight – 24/7 Market	2101	N/A
Business Operations Flight – Golf Course	6727	N/A
Business Operations Flight – Keesler Club	3200	N/A
Business Operations Flight – Half Time Cafe	7503	N/A
Business Operations Flight – Veterinary Clinic	408	N/A
Resource Management Flight – Contracting/Purchasing	3101	5431
Resource Management Flight – Logistics	3101	5426
Resource Management Flight – Data Automation	3101	5425
Human Resources Flight – Training	3101	5416
Human Resources Flight – Separations, Awards, and Workman’s Compensation	3101	5412
Human Resources Flight – Benefits, Classification, Career Program	3101	5413
Human Resources Flight – Personnel Actions	3101	5415
Marketing Flight – Publicist	3101	5404
Marketing Flight – Graphics Illustrator	3101	5406
Marketing Flight – Sponsorship Coordinator	3101	5409
Combat Support Flight – Food Services	2002	179
Combat Support Flight – Library	2222	115
Combat Support Flight – Lodging Support	2101	136
Combat Support Flight – Fitness	7504	N/A
Combat Support Flight – Plans and Readiness	3101	5721
Combat Support Flight – Mortuary Affairs	3101	5719
Combat Support Flight – Honor Guard	3101	5720
Community Support Flight – Skills Development	5904	N/A
Community Support Flight – Outdoor Recreation	6726	N/A
Community Support Flight – Information, Tickets, and Tours	2221	N/A
Family Member Support Flight – Career Development	308	N/A

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Workcenter	Building Number	Room Number
Center		
Family Member Support Flight – Family Child Care	J-0043	N/A
Family Member Support Flight – Keesler Community Center	2221	N/A
Family Member Support Flight – Youth Programs	6801	N/A